



OÉ Gaillimh
NUI Galway

College of Medicine, Nursing and Health Sciences

**Strategic Plan
2015 - 2020**

Foreword from the Dean

This Strategic Plan provides a roadmap for the College of Medicine, Nursing and Health Sciences until 2020. It builds on the achievements of the previous Strategic Plan and aims to address future challenges.

Our strategy will deliver real impact in society through better health. This vision will be achieved by educating health care professionals to a high standard and by creating an environment that enables, encourages and facilitates outstanding world class research and innovation. We acknowledge that this is a long term agenda, and may not be entirely achieved in a 5 year period, but we believe the proposed measures certainly provide a solid foundation for the future.

This strategic plan was drafted following extensive consultation with relevant stakeholders. It is aligned with the University's Strategic Plan - Vision 2020 and is cognisant of the changing higher education landscape, the existing demands within the health services and national research priorities.



Professor Tim O'Brien
Dean, College of Medicine,
Nursing and Health Sciences

College of Medicine, Nursing and Health Sciences Mission and Vision

Our Vision

To create a healthy society through education, research and innovation.

Our Mission

To promote health and wellbeing, which improves society through training, education, research and innovation.



Strategic Objectives

Our plan sets out seven strategic themes as detailed below. These themes transcend the College's Major Goals and are incorporated into each Goal as relevant.

- Develop undergraduate and postgraduate educational programmes that are innovative, sustainable, progressive, responsive, student centred and practice focused
- Be recognised as a global leader in selected research areas
- Recruit, retain and develop the best students and faculty
- Strengthen existing and target new strategic relationships with national, regional and international partners
- Identify and develop partnerships in healthcare, education and research in developing countries.
- Develop the profile of the college to assist in promoting its unique identity and capabilities
- Develop a fit for purpose organisation with the appropriate governance and infrastructure

Major Goal I - Teaching and Learning

Goal	Action	KPI	Responsibility
1. Increase postgraduate student intake	<ul style="list-style-type: none"> The College will review its postgraduate programme portfolio with the intention of enhancing efficiencies. Modules will be assessed for duplication, rationalised if required, and module sharing across the College will be encouraged. Programmatically themed working groups will be established by the College that will work with the other Colleges in the University to establish new graduate programmes using existing models that have a wide target audience across multiple professions. 	<ul style="list-style-type: none"> Maintain research student numbers Grow the number of postgraduate taught student numbers in the College by 30% from the 2013/14 baseline. 	<p>College Executive</p> <p>Graduate Studies Committee</p>
2. Develop graduate attributes at programme level	The College, through its Schools, will develop graduate attributes for all undergraduate and postgraduate programmes.	Graduate attributes for all undergraduate and postgraduate programmes will be generated.	<p>Learning, Teaching and Assessment Committee</p> <p>Graduate Studies Committee</p>
3. Increase the number of under-represented student groups	The College will increase its intake from under-represented student groups entering full-time undergraduate study.	Under-represented students will make up 24% of the new entrant quota in the College .	College Executive Committee
4. Develop Inter-professional Learning	Inter-professional learning is a key priority to ensure that future health care professionals across all disciplines are prepared for the transition to the work place. The College will develop an Inter-professional Learning Strategy that will facilitate students from different professions to work effectively together within their relevant healthcare teams.	Shared modules that enable and facilitate inter-professional learning will be developed and implemented across the Schools in the College.	Inter-professional Learning Committee
Enablers	<ul style="list-style-type: none"> The College will develop Executive Education and Professional Development offerings. Programme categorisation will be defined as Postgraduate, Professional Development and Executive Education. The College will invest in technologies that will facilitate this activity. The College will priorities key appointments, such as a Learning Technologist and a Programme Director for the undergraduate medical programme for example, that will enable the College to provide more offerings online and will expand the postgraduate market beyond the current catchment area. 		

Major Goal 2 - Research and Innovation

Goal	Action	KPI	Responsibility
1. Increase funding from EU Programmes	The College will continue to work towards a target of €19.6 million.	€19.6 million awarded by 2020	College Research Committee
2. Secure annual research funding of €10 million and generate target outputs	The College, will continue to develop its research profile to work towards a target of €50 million over the 2015/2020 period	An average of €10 million secured per year of the plan	College Research Committee
3. Increase the number of Doctoral graduates	The College will increase its doctoral graduates.	30 Doctoral graduates per year by 2020	College Research Committee Graduate Studies Committee
4. Increase the number of commercialisation outputs	Champions for Entrepreneurship and Innovation will be established in the College, who will work with the Clinical Research Facility, Health Innovation Hub and Bioinnovate to maximise engagement with the pharmaceutical and medical device industry. The Blackstone initiative will also be promoted in the College and regionally within the Saolta University Hospital Group.	<ul style="list-style-type: none"> 5 Spin out companies 10 patents for the duration of the plan 	College Executive College Research Committee
5. Develop existing Centres and new Centres that are aligned to Key Priority Areas (Cancer, Population Health, Neuroscience for example)	<p>The College will:</p> <ul style="list-style-type: none"> promote cognate researchers working better together actively support existing research centres to allow them reach their full potential and will explore the creation of new centres that will be aligned with the University strategic priority areas Progress key strategic academic appointments will be made that will further strengthen existing activities and will form part of the succession planning of the College. 	Increased research outputs	College Research Committee Dean Director of Strategic Development
6. Publications and Citations	The College will continue to increase its publications and citations	<ul style="list-style-type: none"> 5 indexed publications per academic 50 citations per academic Citation impact of 6 	College Research Committee
Enablers	<ul style="list-style-type: none"> The College will work with the Galway University Foundation to develop a philanthropic funding strategy for priority research areas in the College. The College will make greater use of business intelligence in informing the research agenda. Research metrics will be analysed to identify emerging research strengths and talents, and also to direct support towards productivity and outputs. The NUIG Institutional Research Information System and Research Office data on grant activity will be utilised to draw a map of research activity in the College and available resources will be targeted towards these priority areas. The College will engage in a formal evaluation of research through the Institutional Review of Research Performance Support key pieces of infrastructure such as CCMI and HRB Clinical Research Facility for example. 		

Major Goal 3 - Internationalisation

Goal	Action	KPI	Responsibility
1. Increase international student intake	The College will develop its international student intake in undergraduate programmes such as podiatry and postgraduate programmes. The College will proactively engage with relevant Cultural Bureaus and Embassies as a mechanism to publicise and increase awareness of our programme offerings.	<ul style="list-style-type: none"> Annual intake of international students into Podiatry Double the international intake into postgraduate programmes compared to the 2013/14 baseline Develop an international student scholarship programme 	College Executive
2. Opportunities for international engagement for all undergraduate students	<p>All undergraduate courses will have international dimensions and will include global health and cultural competence.</p> <p>All undergraduate courses will have opportunities for outward mobility / international engagement / electives and pre-departure training will be delivered as appropriate.</p>	<ul style="list-style-type: none"> Curricula to include international dimension Outward mobility / international electives available for students 	Programme Boards
3. International Contribution	The College will support capacity building in education, research, and scholarship in the developing world by facilitating exchanges and capacity building activities. The College will work with the Saolta University Hospital Group to develop a programme of links with developing country institutions.	Development of formal partnerships in developing countries.	Internationalisation Committee
4. Cultural Diversity	The College will respect, reflect, and accommodate cultural diversity. This will be achieved by providing cultural competency training to staff.	10% of staff of complete competency training	Internationalisation Committee HR International Office
Enablers	<ul style="list-style-type: none"> The College will appoint an International Affairs Administrator who will support the work of the Internationalisation Committee and the delivery of the Internationalisation agenda of the College.. The College will work with the Saolta University Hospital Group and Galway university Foundation to identify potential sources of funding to support the development of international partnerships. 		

Major Goal 4 - Recruit, retain and develop the best students and faculty

4 (a) Students			
Goal	Action	KPI	Responsibility
1. Recruit the best students	<p>The College will consolidate existing recruitment activities to enhance efficiencies.</p> <p>The College will develop a marketing strategy, aimed at both the domestic and international markets, to ensure that an accurate reflection of the College and its unique strengths are communicated to potential applicants. Geography specific material will be generated for relevant programmes, in both electronic and printed versions.</p> <p>The College will make better use of the University website and Social Media to disseminate and correctly portray our activities. The College will develop a Web Optimisation and Content Strategy in conjunction with the Marketing and Communications Office, which will enhance the credibility of the College's online brand.</p>	Increased number of applications from both national and international students	College Executive
2.Enhanced engagement with students	The College will develop a Student Communication Strategy where engagement with the student body will be enhanced and formalised. Student involvement will be encouraged in relevant Committees and activities in the College.	Enhanced student satisfaction	Director of Strategic Development
3. Enhanced Student Support	<p>The College will review the student mentoring programme.</p> <p>The College will work with Student Services to ensure that student support is accessible to students at the College's satellite campuses.</p>	<p>Embedding of an effective student mentoring programme in the College.</p> <p>Adequate student support across the satellite campuses.</p>	College Executive
4. Systems Development	The College will modernise its operations though enhance use of technology	Enhanced student satisfaction	Director of Strategic Development
Enablers	<ul style="list-style-type: none"> • Student satisfaction will be assessed through surveys • The College will ring-fence budget to support system development • Relevant members of staff will be trained and up skilled if necessary to support the use of new Technologies • The College will utilise the resources within the University's Marketing and Communication Office and external parties if required. • Each School will identify a member of staff who will champion the online promotion within each of the Schools. 		

Major Goal 4 - Recruit, retain and develop the best students and faculty

4 (b) Staff

Goal	Action	KPI	Responsibility
1. Teaching	<p>The College will ensure that all those who teach or support learning within the College are provided with opportunities to develop their capacity as professional teachers with high levels of awareness of, and confidence in, key pedagogic techniques, technology-enhanced learning and approaches to curricular design.</p> <p>Training opportunities will be incorporated into PMDS (baseline survey needed in the first instance)</p>	Increased number of staff with professional teaching qualifications.	Heads of School
2. Women in Higher Education	The College will implement best practices as recommended by the University's Gender Task Force	<ul style="list-style-type: none"> • Ensure gender balance on interview panels and key decision making committees; Training on gender sensitivities at recruitment • Others as they are developed 	College Executive
3. Support for early stage researchers	The College will establish a process to support early stage researchers through the introduction of an active mentorship scheme. Intramural funding will be made available. Furthermore, the College will work with the Research Office to develop workshops targeting the support needs of Early Stage Researchers.	Increased award success for early stage researchers	College Executive
4. Enhanced staff profile	<p>The College will promote staff participating in relevant National/ European Boards or Committees, which will place NUI Galway at the centre of relevant decision making.</p> <p>The College will also encourage active participation in external activities such as journal editorships and professional body leadership for example.</p>	Increased profile for the College	College Executive
Enablers	<ul style="list-style-type: none"> • Senior to junior ratios will be examined in the College to ensure that the appropriate ratios are in place mentor and develop junior staff adequately. • Technologies that enhance communication and integrate the College's campuses will be implemented • The College will instigate a workforce planning exercise at College level that will establish our baseline staffing profile. Recommendations will be made with regards to succession planning from teaching, research, leadership and academic support perspectives. • The College will endeavour to provide a start-up package to new appointees to support the development of successful research programmes. 		

Major Goal 5 - College of Medicine, Nursing and Health Sciences Specific Developments

Goal	Action	KPI	Responsibility
1.Integration of St. Angela's College, Sligo	The College will support the integration of the Department of Nursing, Health Sciences and Disability Studies at St. Angela's College Sligo with the School of Nursing and Midwifery at NUI Galway	Joint programme of work outlined	School of Nursing and Midwifery
2. Develop Strategic Partnerships, both locally, nationally and internationally	<p>The College will expand its clinical campus by:</p> <ul style="list-style-type: none"> • further developing its relationship with the Saelta University Hospital Group and Community Health Organisations, general practitioners and primary care community. • partnering with the private hospitals in the Region • Developing relationships with selected international partners 	<ul style="list-style-type: none"> • Develop process within the College to formalise relationships with partners. • Establish 3 flagship programmes with international partners 	College Executive
3. Recognise contribution to the College	<p>The College will develop a formal acknowledgement of clinical stakeholder contribution through an adjunct/honorary appointment package. This package will be launched in the 2015/16 academic year and will be open to all individuals who contribute to NUI Galway's teaching, research or those who play a significant leadership role in Irish healthcare.</p> <p>The College will identify funding that will be used in the partner hospitals to enhance the teaching, learning and research capacity within each hospital. The roll-out of this funding will be done in agreement with the Chief Academic Office of the Saelta University Hospital Group.</p>	<ul style="list-style-type: none"> • Successful launch of an adjunct/honorary appointment package with significant engagement with our all clinical partners • Enhanced teaching and learning facilities in each hospital 	College Executive
4.Capital Developments	<p>To secure the future position of the College, the following pieces of infrastructure will be explored for development:</p> <ul style="list-style-type: none"> • Develop the site adjacent to the Clinical Sciences Institute (where the Comerford prefab building is located) into a Master Medical Academy. The Master Medical Academy will link with the Clinical Sciences Institute and the Translation Research Facility, and will greatly enhance the student and staff experience. • Endeavour to appropriately locate the disciplines of General Practice and Health Promotion, which are currently dispersed across the campus. • Develop a Centre for Clinical Simulation. This centre will facilitate closer interaction between University, Health Services and Industry and will provide an innovative way to promote interdisciplinary education and teach procedural skills. 	<ul style="list-style-type: none"> • Funding secured for developments and work schedule agreed 	College Executive

Major Goal 5 - College of Medicine, Nursing and Health Sciences Specific Developments

Goal	Action	KPI	Responsibility
5. Governance	<p>The College will develop a fit for purpose organisation with the appropriate governance.</p> <ul style="list-style-type: none"> The College will review its governance structure to ensure that there is consistency and common approaches to governance between Schools. The College will re-configure major committees to facilitate participation from staff at the College's satellite campuses. Terms of reference and membership will be clearly defined and an annual programme of work, linked with the strategic plan, will be outlined. The College will develop an effective communication plan that provides better connectivity across the College. We will explore and embrace new technologies that enable closer connection between staff and students across all campuses. The College will develop procedures and policies for key activities, which will be held in a centralised repository that can be accessed by all in the College 	<p>More effective and transparent decision making</p> <p>Enhanced communication across the College</p> <p>Risk minimisation through better documentation.</p>	<p>College Executive</p> <p>Director of Strategic Development</p>
6. Enhanced engagement with alumni	<p>The College will work with the Alumni Office to enhance engagement with the College's Alumni.</p>	<p>The College will work with the Alumni office to develop a database for graduates of the College.</p>	<p>College Executive</p>