



NUI Galway
OÉ Gaillimh

College of Business, Public Policy and Law

Strategic Plan

2022 - 26

Our College

J.E. Cairnes School of Business & Economics
School of Law
Shannon College of Hotel Management



STUDENT NUMBERS

2017/18 3707
2018/19 3976
2019/20 4056



RESEARCH INCOME

2019/20 €2.9m



INTERNATIONAL POSTGRAD STUDENTS (NON EU)

2015/16 59
2016/17 84
2017/18 224
2018/19 310
2019/20 398
2020/21 261



FEE INCOME

2017 €23.2m
2018 €25.8m
2019 €28.6m

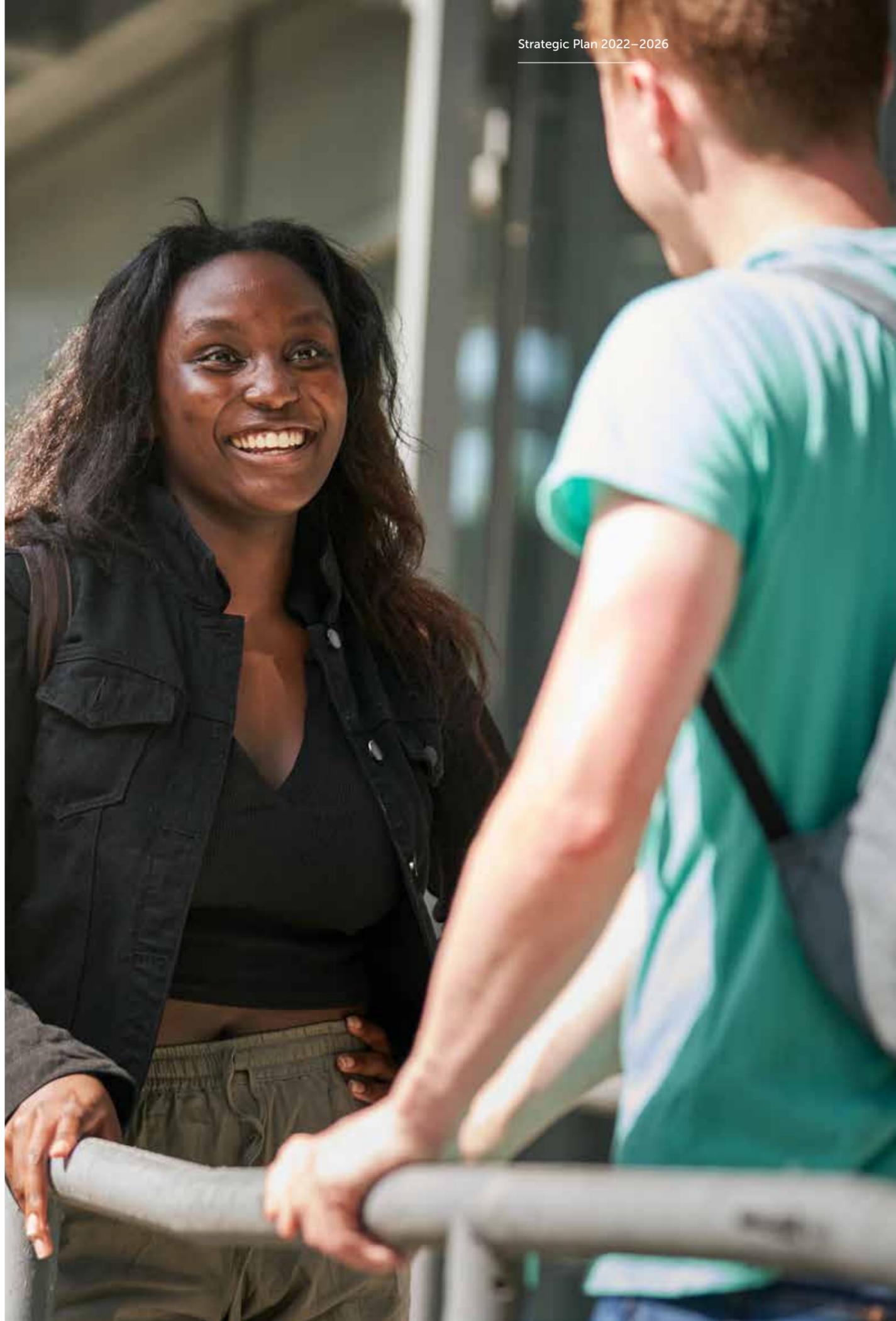


LOCATION

Galway and Shannon
with global impact



OVER 100 INTERNATIONAL PARTNERSHIPS



Our Research

Our Research

- Decent work and economic growth
- Good health and well-being
- Labour, business and regulation
- Hospitality and business
- Sustainable communities and cities
- Peace, justice and strong institutions
- Law, theory and society
- Crime, justice and punishment
- Equality, rights and social inclusion
- Industry, innovation and infrastructure
- International law, conflict and migration

Primary Research Institutes

- Whitaker Institute
- Institute for Lifecourse and Society

Research Centres

- Irish Centre for Human Rights
- Irish Centre for Social Gerontology
- SEMRU (Socio-Economic Marine Research Unit)
- SEMRU
- Centre for Disability Law and Policy Centre for Housing Rights, Law and Policy
- Health Economics and Policy Analysis Centre
- LERO (Irish Software Research Centre)
- Centre for Entrepreneurial Growth and Scaling
- Centre for Economic Research on Inclusivity and Sustainability
- Centre for Economic and Social Research on Dementia

Our Mission

Our mission is to serve the public good, providing solutions to meet the challenges of our time

Our College is for the public good

We serve our community. We will graduate students with the skill sets, knowledge and values to make an impactful contribution to our society's sustainable development. Our research will meet the grand challenges of our day as described in the UN Sustainable Development Goals (SDGs).

Our College provides solutions for the challenges of our time

The UN Sustainable Development Goals focus attention on the key challenges facing our community. Our research seeks to provide innovative and sustainable solutions to those challenges.

Our students will graduate with a value set that inspires them to use their skills and knowledge in innovative and entrepreneurial ways to promote a sustainable world.

Our College has a global impact

Our location on the Atlantic edge of Europe gives us a unique perspective on issues of concern to our community. We will provide thought leadership to meet the needs of our community and contribute to global debates on issues of concern. Our graduates and staff will appreciate the sustainability needs of their societies and think globally to provide solutions to the grand challenges of our time

“We will graduate students with the skill sets, knowledge and values to make an impactful contribution to our society's sustainable development”.

Our Vision

Our College will foster excellence built on a values-based culture driven by a desire to be open and respectful

We welcome students and staff into a community that values diversity and promotes inclusion and wellbeing. Our respectful, supportive and collegiate environment allows students and staff to excel.

We will provide thought leadership

Our staff will be at the forefront of debates on the grand challenges of our time. They will be recognised as thought leaders and NUI Galway will be known around the world as a centre of excellence. Our innovative programmes will graduate global citizens with strong skill sets, relevant knowledge and values that ensure they can contribute to the sustainable development of communities throughout the world.

We will work with our partners to address the grand challenges of our time

Our culture is open: we will work with others to achieve our research goals. Our alumni and friends can support us by mentoring our students and sharing their insights in our classrooms.

We will partner with governments, regional and international bodies, NGOs and leading academic institutions, combining our strengths to produce innovative solutions to the grand challenges of our time.

We will build on our varied research communities within the College and the University

Few of the challenges facing us can be solved by researchers in one discipline alone, and the intersections between law, public policy and business have yet to be fully exploited by the research community. We will lead in promoting interdisciplinary research in these fields and turning this research into distinctive learning opportunities.



Teaching & Learning

Our teaching and learning strategy focuses on three key elements:

1. Building on our flagship work in inclusive learning (see Equality, Diversity and Inclusion) in the context of an increased emphasis on digital learning to improve existing and develop new opportunities for enhanced on-campus and blended learning, supported by appropriate technology and training for staff and students.
2. Embedding the SDGs in our teaching and learning practice.
3. Enhancing teaching and learning, developing curricula with new opportunities for mentoring and experiential learning and building internal and external partnerships with students, industry, professional bodies, policy actors and civil society.



Objectives	Enablers	University Strategy Ref
Enhance excellence in teaching and learning	Invest in technology to develop and enhance on-campus and blended teaching.	
Enhance inclusion in teaching and learning	Invest further in the resources and training required to ensure our students take full advantage of the benefits of digitisation for learning.	
	Encourage and facilitate teaching staff to avail of appropriate training opportunities, e.g., Digital Badge in Universal Design for Learning; training in Ally for Learning Management System.	AP02, AR04, AR05, AE04
	Recognise and reward inclusive teaching practice through the Dean’s Awards for Inclusive Teaching.	AP02, AR04, AR05
	Build on previous College research, engaging with students regularly to identify and address barriers to learning	AR05
Embed SDGs in teaching and learning practice	Identify and map how SDGs can be addressed across existing programmes and modules.	AS03, AS09, AS10, AS18
	Show how new programmes and modules address SDGs, using curriculum design and management processes. Focus in particular on aspects in which both law and business provide opportunities for distinctive offerings.	AS03, AS09, AS10, AS18
	Highlight contributions to meeting SDGs in programme and marketing literature.	AS03, AS09, AS10, AS18
Enhance teaching and learning through internal and external partnerships	Build partnership between faculty and students by engaging with students on programme boards, on teaching and learning committees and in formal and informal programme review processes.	CR01, CR03, CR04, AR04, CP02
	Continue to develop opportunities for student peer-support across programmes.	CR04, CR05, CP02
	Develop principles and methodologies to facilitate student co-creation of the curriculum.	ARO4
	Engage with external stakeholders to ensure programmes: (1) address relevant industry and professional needs for both knowledge and transferable skills; and (2) provide students with the opportunity for work-based or work-related learning.	AP07, AP10 and AP11

Research & Impact

Our College will:

- enhance and support quality research programmes by promoting excellence and diverse types of research in all College disciplines;
- strengthen engagement in policy development and with communities;
- ensure that College research embedded within communities will further contribute to meeting SDGs;
- enhance its reputation and international links.



Objectives	Enablers	University Strategy Ref
Enhance and support excellence in research	Ensure that our work reaches recognised levels of excellence by embedding measures of quality and impact in all research programmes.	CR01, CE01, CE03, CE12
	Initiate mentoring systems to assist staff in developing their research and publication strategy.	
	Support research funding, including assisting with grant applications, especially transformational grants.	
	Review research support structures in the College and its Research Institutes & Centres	
Influence public policy through research; engage communities through and in research	Support further development of the research culture in Shannon College	
	Establish a shared platform across the College to feature our best research.	AP04, AP13
	Further develop links to civil society, industry and the broader community through the exchange of best practices among colleagues.	
Strengthen alignment with SDGs	Establish partnerships with development agencies and regional stakeholders to grow and scale indigenous and international businesses.	A012
	Facilitate SDG incentivisation schemes and SDG supporting measures in all activities managed by the College, e.g., Millennium Fund, Summer Scholarship Fund.	AS03, AS11, AS19

Equality, Diversity & Inclusion

Our College will:

1. Encourage and support all three schools to apply or reapply for Athena SWAN accreditation or reaccreditation.
 - introducing Universal Design in Learning and decolonising the curriculum;
2. Build on its flagship inclusive learning work by:
 - enabling, recognising and rewarding inclusive pedagogy;
 - and embedding the SDGs in teaching and learning.
3. Develop a Respect charter.



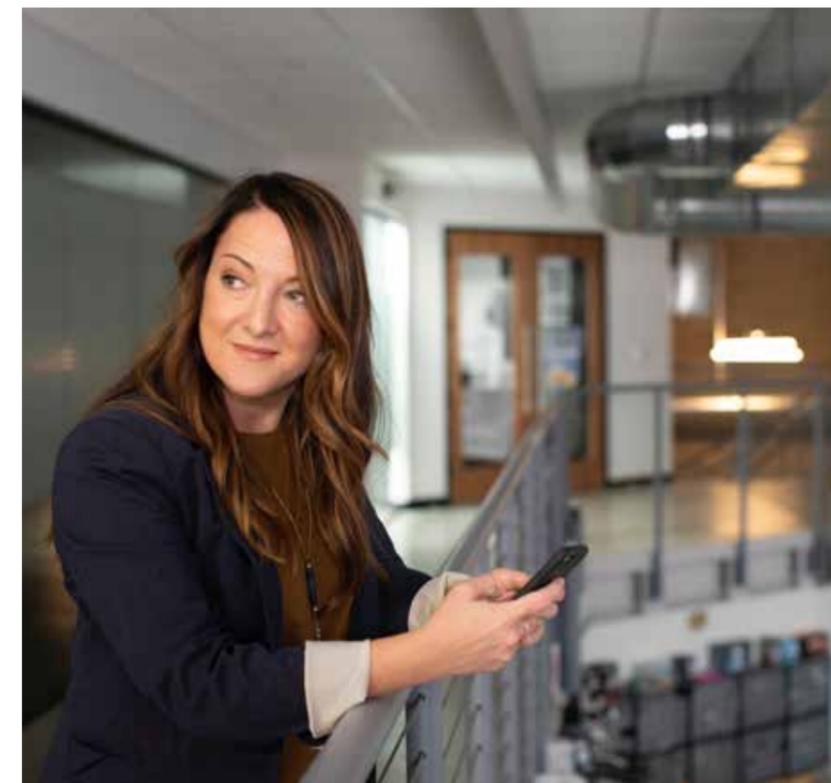
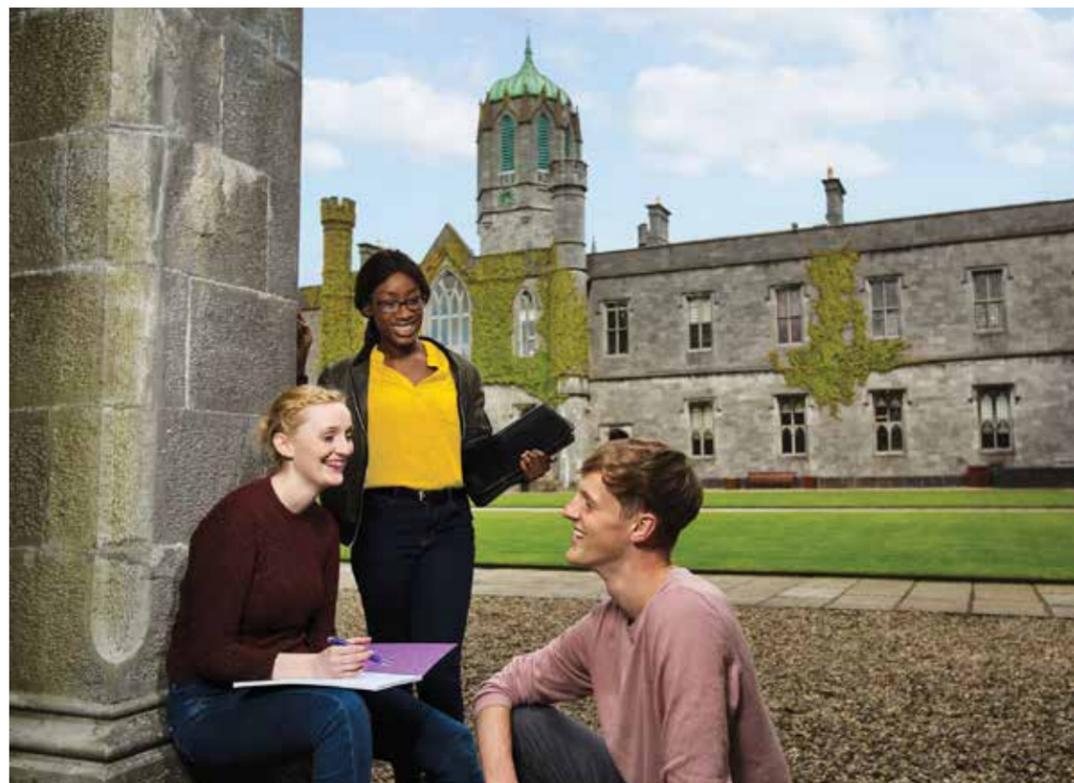
Objectives	Enablers	University Strategy Ref
Promote an inclusive workplace where colleagues feel respected	Develop a Respect charter.	ARO1
	Appoint a Communications Officer to support and enhance communication and consultation.	ARO1, AR04
	Train all staff in race equality, focusing on intersectional discrimination.	
	Require race equality training for members of recruitment panels.	
Obtain or renew Athena SWAN accreditation	All three schools will submit an application for accreditation or reaccreditation.	ARO6
	Provide mentorship, training, progression/promotion support for all staff.	AR07, AE01
	Support the calls for the gathering of diversity data among all staff and students by the university.	CRO1
	Develop fair and transparent workload allocation models. This will be assisted by reducing the student:staff ratio.	AP01
Promote inclusive learning	Promote progressive teaching that emphasises SDGs and initiatives such as the need to decolonise the curriculum.	AE01, AP03, AR01, ARO4, ARO5
	Train teaching staff on how to identify and reduce racism, unconscious bias and gender inequality.	
	Continue to provide leadership in inclusive teaching and learning practices through the Dean’s Award for Inclusive Teaching, including Universal Design for Learning, to ensure that all students have an inclusive experience.	APO2, APO5
Continue the integration of Shannon College	Develop active measures to counterbalance the remote location of Shannon College Campus, to ensure inclusivity and equal opportunities for both staff and students.	

Graduate Studies

We will expand our postgraduate research (PGR) community by:

- offering competitive scholarships;
- competing effectively for external funding, such as Irish Research Council scholarships;
- increasing our completion rates and ensuring that our students graduate in shorter timeframes; and
- providing more international opportunities for our students.

Objectives	Enablers	University Strategy Ref
Encourage more students to apply and support a diverse student body	Promote our research degree opportunities and provide scholarships to ensure that high quality students can join our PGR community regardless of background.	
	Encourage and support applicants from diverse backgrounds to apply.	
Ensure our PGR community promotes SDGs	Encourage research projects that address SDGs.	
Improve completion rates	Support our students and monitor their progress carefully to ensure they complete their studies.	
Promote international opportunities	Establish a College fund that will allow PhD students to travel internationally to present on their work and collaborate with international scholars.	
	Facilitate PhD students who want to spend time at NUI Galway	



Internationalisation

Our College will continue to develop a rich and diverse international environment for our students and staff.

1. We will develop an excellent network of international partners, aligned with our research expertise, providing innovative programme offerings and opportunities for staff/student mobility.
2. We will pioneer innovative sustainable ways for our students and staff to broaden and enrich their international experiences, using virtual and digital environments.
3. We will welcome internationally diverse staff and students, ensuring that our teaching and research is accessible to our global community with programmes that engage students and staff and have a positive impact on the global community.



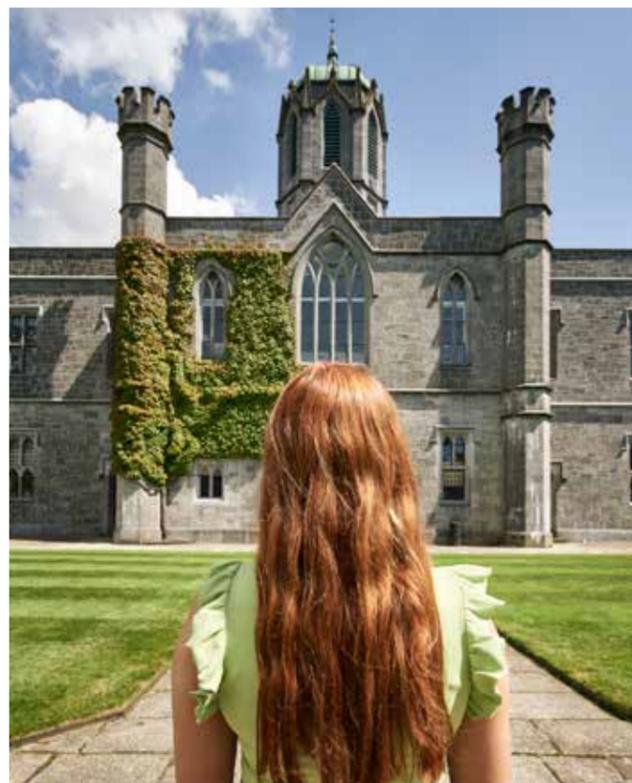
Objectives	Enablers	University Strategy Ref
Build prestigious networks of international partners to support research and teaching and to enhance our reputation	Review our list of partners to ensure it meets our goals and identify potential new partners aligned with strategic areas.	AP06, AP07, AP08, AE11, AE12
	Provide and promote seed funding for student and staff initiatives to increase high quality international collaboration and engagement.	
	Grow and develop our range of international partners, e.g., to include other organisations and NGOs.	
	Create new undergraduate or postgraduate dual degrees with partners.	
Enhance the internationalisation of our teaching curricula, emphasising sustainability	Increase and improve our range of study abroad opportunities.	AP10, AP11, AP12, AR02, AE12, AS03, AS10, AS18
	Exploit digital opportunities for virtual teaching with partners, creating networks offering international curricula, e.g., ENLIGHT	
Diversify our international student profile	Create and develop sustainable international markets for student recruitment, blending in-person and virtual practice.	AP05, AR02, AS03
	Recruit more international students for both UG and PGR levels.	
	Enhance support for international students to enable them to transition to living and studying in Galway.	
	Provide guidance and support programmes to staff and students to integrate cultural diversity so that all students gain the benefits of an internationalised campus.	
Enable students and staff to make positive, global social impacts	Foster and develop flagship diversity initiatives to utilise our skills to provide positive social impacts.	AR03, AR04, AP06, AP07, AP11, AP12, AE13
Improve the international accessibility of our programmes	Develop tailored scholarship strategies to enable and improve access to educational programmes for students from other countries.	AP03, AP05

Building For the Future

We will invest in our staff and physical infrastructure to ensure the College maintains a high position in relevant rankings.

Our College will invest in world-class, sustainable infrastructure that will:

1. focus on our students;
2. provide quality accommodation for staff and research groups geared to the post-pandemic work environment;
3. promote inclusivity as part of its design;
4. harness the Law School community spirit by gathering our staff, now scattered across four sites, into one building that will allow easy interaction between staff and students; and
5. explore a full range of funding options including naming rights.



Objectives	Enablers	University Strategy Ref
Develop a new Law School Building	Progress planning for a new Law School Building	
Enhance the infrastructure at Shannon	Create a new complex, incorporating existing buildings, to provide state-of-the-art hospitality, research, teaching and recreational facilities.	
Provide state of the art facilities in the Cairnes Building	Upgrade the physical and technological facilities to provide a modern learning and working environment for our students and staff, with a Global Hub, new shared and hot-desking spaces, and vibrant and creative collaborative learning spaces.	
Provide a meaningful workplace environment meeting equality, diversity and inclusion goals	Make inclusivity integral to building design, with gender-neutral toilets, space for parenting needs, designated quiet spaces, and universal access.	
Maximise our positioning in relevant rankings	Invest in staff to reduce our student:staff ratios and increase our research output and grant capture.	
We will improve the physical, social and mental wellbeing of our staff	We will implement the holistic strategy for staff health and wellbeing as developed by HR. We will deliver on the improvement opportunities identified by the KeepWell accreditation process and support the University goal of KeepWell Excellence standard.	





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