



OLLSCOIL NA
GAILLIMHE
UNIVERSITY
OF GALWAY

College of Medicine,
Nursing and Health Sciences
Strategic Plan 2022-2025





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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.

Overview

The University of Galway 2020-2025 Strategic Plan sets out the University's ambition in a purposeful manner, and ingrains the core values of respect, excellence, openness and sustainability into the University's actions. At the College of Medicine, Nursing and Health Sciences (CMNHS), our strategy for the next five years aligns with the University's Strategic Plan, and we embrace the opportunity to weave the University's core values into everything we do as a College.

Over the past five years, we have made significant progress against the goals identified in the 2015-2020 Strategic Plan. Specifically, there have been notable improvements in gender equality, diversifying and increasing the student population, expansion of postgraduate taught programmes, enhanced governance and the recruitment of research faculty in key strategic areas.

Since 2014, there has been a 40% growth in income, the majority of which has been re-invested into enhancing student supports and services and addressing gaps in essential functions across the College. The level of growth and progress achieved throughout the previous Strategic Plan is a credit to our staff, students and clinical partners, and is evidence of our collective ability to drive innovation.

The 2020-2025 CMNHS Strategic Plan was developed in the middle of the COVID-19 pandemic, and this

global health crisis context greatly influenced our goals and objectives for the next five years. We needed to rethink what the future will look like, accept that many of the activities we carried out before the COVID-19 pandemic will change and embrace the possibilities and opportunities presented by this new era. Our purpose and social responsibilities have been brought into sharp focus against the backdrop of the unprecedented human, social and economic impact of the pandemic. The role of Higher Education, and in particular that of a health College, is crucial in the continued provision of a skilled workforce, influencing clinical practice and healthcare delivery, translating the benefits of research into better health outcomes and contributing to an inclusive social and economic recovery.

Over the duration of this strategic plan, our College will rise to the challenge of a rapidly evolving and uncertain global environment, with the ambition to positively impact

health and society, both regionally and globally, in a meaningful way. The impact of this values-led strategy for our College is significant, as it places emphasis on how we behave and conduct our business. We recognise that our people are our greatest resource, and that we are in complete alignment with the University's commitment to 'excellence, ambition and the wellbeing of our communities at its core.' We will ensure that all staff are supported in their personal and professional development, to ensure their contribution to the University is maximised. We will actively promote collaboration internally within the College and emphasise equality, diversity and inclusivity as a core foundation to our work. We equally recognise the importance of the student community, whom we serve. We will support our students on their journey, with their success and wellbeing at the heart of what we do, ensuring that each student has the opportunity to flourish and reach their full potential.



We deeply appreciate our social responsibility to engage in meaningful ways with our patients, their families and the broader community. Through our teaching, learning and research activities, we will engender civic engagement and Public and Patient Involvement. We will build sustainable partnerships with patient representatives, voluntary organisations and other community groups, to promote and improve the health status and lives of our communities.

The pivot to online delivery of our programs during the pandemic has highlighted the need for greater flexibility and agility in how we engage with our students. We will evolve to a more blended and interactive educational delivery strategy into the future, supporting innovation and creativity in our modes of teaching, learning and assessment. We will enhance our teaching and learning by optimising and embedding the use of digital learning technologies and clinical simulation, while continuing to value our rich tradition of face-to-face interactions, such as lecturing, clinical placement and small-group teaching. Our continued and future success will require us to expand the supports we provide to our staff, and drive infrastructural enhancements to meet the needs of a changing student population and new ways of working. We will ensure that our space utilisation is optimised, that existing space is upgraded with the latest technologies for clinical simulation and enhanced educational approaches, while in parallel addressing the longer-term space needs of our College.

One of the positive aspects of the pandemic is the reconfirmation of the critical importance and inherent value of scientific and health research, and its tangible impact on a healthy society and strong economy. The pandemic is forcing a greater focus on research with health and social impact. The accelerating pace of innovation arising from collaboration and open science has been evident during this pandemic, and we must build on the momentum gained. Over the next five years, we will lead on translational research projects that harness academic excellence across the spectrum of discovery science to health and social impact and economic benefit through commercialisation. We will be decisive in our prioritisation and target investment in research that is of global importance, which positively impacts societal well-being, public policy, sustainable commercialisation and economic benefits. Over the next five years, our aim is to further develop and amplify areas of strategic importance within the College. Informed by global trends, institutional priorities and the needs of our communities, we will review and refocus our research programmes and priorities on a regular basis as challenges and opportunities emerge. We will align our research activities with the UN Sustainable Development Goals that pertain most readily to our College, and will support synergies that provide impactful solutions. Our strategy will provide coherence, it will enhance what we do and how we do it and it will maximise the impact of our teaching and research activities.

A strong partnership and close alignment between University of Galway and the health service has existed since Professor King, the Founding Professor of Anatomy and Physiology, first arranged for bedside teaching in collaboration with the County Infirmary in the mid-1800s. Over the next five years, we will build on our traditions, strengthen and deepen our partnerships with the Saolta University Healthcare Group and Community Health Organisation Area 2 and expand our engagement with leading universities worldwide, relevant governmental departments, industry, communities and society. Through active engagement and collaboration, we will develop new opportunities that will maximise research, scholarship and innovation, drive impact and provide sustainability for our College and our world into the future.

Consultation

This strategy was developed through broad consultation, which started with the College Vice-Dean Committees and involved student and staff representatives from each of the Schools in the College and community representatives. Between December 2020 and March 2021, more than 600 members of staff and 3000 students were consulted across all academic disciplines in the College. In addition, any inputs from clinical partners was also sought, and feedback from all parties was incorporated in so far as possible.

Value Theme *Respect*

Our success depends on creating a shared environment where we respect and value each other. We believe that cultivating a culture where our work and interactions are rooted in trust and respect and approached with positive intent will have a profound impact on the success and sustainability of our people and communities. Our actions will reflect our commitment to engaging respectfully with our diverse communities.

Goal

Cultivate a culture of trust, respect, support and teamwork to maximise potential

Objectives

- Nurture a values-led culture at College level by ensuring that leaders and managers champion and act as role models for those values and behaviours. (CR03)
- Optimise organisational structures to ensure that each unit is managed effectively, that each staff member is appropriately supported and there is optimal open communication across the College. (CP02, CE01 and CM02)
- Provide opportunities for all staff to develop in their roles, maximise their potential and contribute to the CMNHS' and the University's mission. (AE01)
- Create a positive working environment in which supporting health and wellbeing are integral. (CR04 and CR10)
- Celebrate and inspire excellent impact across all staff categories. (CE01)

Enablers

- Implement the University's Respect Charter.
- Review School and unit structures, in consultation with staff, to ensure that each section of the College is operating optimally and efficiently, and to ensure that the resources within each unit are managed appropriately.
- Improve employee lifecycle management to include induction, mentoring, regular 1:1 support meetings, staff engagement initiatives, people-manager training and strategic workforce planning.
- Develop a Dean's Award Programme to recognise staff contributions to the College, University and broader society.
- Develop and implement consistent academic workload allocation models across all Schools in the College. This will be done alongside a program to implement consistent administrative and technical support allocation models across all schools in the College.
- Develop a communications policy for inclusion and respect of non-permanent staff and student researcher categories including fixed-term staff, postdoctoral researchers and PhD students.
- Support the University in the implementation of the new job-sizing policy for professional services staff.

Value Theme *Excellence*

University of Galway is a globally focused research-led University, internationally renowned for the quality and impact of our teaching, research and innovation. We strive for excellence and impact, underpinned by integrity and professionalism. Through the excellent teaching, research and services they experience here, our students will be equipped with the knowledge and skills they need to be the next generation of change makers that deliver impacts on our society, culture and economy.

Goal

Amplify the real-world impact arising from our teaching, research and engagement activities.

Objectives

- Provide students with modern, innovative teaching and learning curricula underpinned by continuous review, and where experiential learning and preparedness for clinical practice are core features. (AE03 and AE05)
- Align educational programmes with future skills needs. (CP05)
- Harness digital technology to support teaching and learning, where educational benefit can be demonstrated. (AE03)
- Drive and support impactful and high-quality research programmes in areas of global importance, which are mindful of and limit research waste. (CP01, AE11, AS14)
- Structure existing, emerging and successful research programmes from a leadership, branding and operational perspective to drive maximum performance. (AE07, AE08, AE09)
- Support and enable responsible innovation and commercialisation of research outputs. (AE13)
- Build meaningful, sustained partnerships with leading universities, industry, government, clinical partners, patient groups and community organisations, to create an excellent regional innovation ecosystem that enables therapeutic innovation and development. (AE12)

Enablers

- Develop a new Medical School, which provides excellent facilities, creating an environment conducive to innovative and interprofessional learning for students, and which provides suitable space for expansion in staff numbers and research activity from all Schools in the College.

- Review programme offerings and prioritise against stakeholder needs to include clinical partners, patient representative, broader community groups and industry.
- Ensure that the College's activities are aligned with national health care policy (e.g. Sláintecare Strategy).
- Develop clinical simulation facilities and digital technology supports across the College.
- Create one or more Research Institutes in the CMNHS that will integrate and enable collaboration opportunities across the College, wider University and with clinical and industry partners, will provide excellent core facilities and will adequately support the research community's needs across the research life cycle.
- Actively enable all elements of activities from discovery to product commercialisation in a manner that respects sustainability and global equity.
- Encourage the widest possible audience for our research by embracing open science and disseminating research output via multiple social media platforms.
- Strengthen partnerships with the clinical service, patients and service users, community and voluntary bodies, industry, governmental departments and policymakers, to shape and influence our educational, research and innovation activities.
- Support participation in the LIFT Leadership Programme.
- Encourage the development of entrepreneurship in students and staff.

Value Theme *Openness*

Our University is a proactive collaborator and an ally for good, both locally and globally. Openness, diversity and inclusion are fundamental to our approach to innovation, engagement and creativity. Our actions will reflect our commitment to accessibility, inclusivity and engaging openly with the world.

Goal

Embed a culture where engagement, openness, diversity and inclusion fuse our activities.

Objectives

- Maximise our international profile by building strong links with key partners and collaborators across the globe. (CE03)
- Strive towards an increasingly diverse and high-calibre student and staff population. (AR08 and (AP05)
- Embed a culture of equality, diversity and inclusion into the activities of the College. (AR05, AR06, AR07, AR08)
- Enable student voices and input to inform how we work. (AR08)
- Target engagement with strategic external partners who have a positive, equitable and sustainable impact regionally, nationally and internationally. (AP07)
- Embed the University's Irish Language Strategy into College activities. (CP06)
- Promote awareness amongst our students and staff of social responsibility and meaningful civic and community engagement. (CS07 and AS20)

Enablers

- Continue to increase our portfolio of international students through international engagement, and expand strategic international research collaborations.
- Increase the number of non-traditional places on a phased basis, increasing to 24% for all undergraduate programme, and support students to reach their highest potential, maximise completion rates and benefit from a positive student experience.
- Attract world-leading staff from across the globe.
- Facilitate collaboration with ENLIGHT partners on education, research and mobility projects.
- Implement the University's Equality, Diversity and Inclusion Strategy and Athena SWAN action plan, and support the implementation of Schoollevel Athena SWAN action plans.
- Ensure student, public and staff representation on relevant College and School Committees.
- Aim for all Schools in the College to hold an Athena SWAN Bronze Award by 2022.
- Apply best practice to policies, procedures and reporting processes related to College activities, and enhance communication overall.
- Champion and communicate Public and Patient Involvement and opportunities for community engagement.

Value Theme *Sustainability*

The future of humanity is threatened by unsustainable interactions between our societies, economies and our environment. We will provide leadership to inform the transition to a sustainable future through our teaching, research, actions and impacts. We will sustainably manage our campuses and all our external affairs and become a role model for positive impact on the environment. We will future-proof our University by ensuring the environmental, social and financial sustainability of all our operations.

Goal

Actively transition to a sustainable future.

Objectives

- Address increasing pressure on space and deficits in our ageing infrastructure. (PB09)
- Manage our financial resources to ensure long-term sustainability. (CS03)
- Develop sustainable leadership by developing our staff. (CE04)
- Embed sustainability in our culture, operational policies and governance structures. (CS01, CS04)
- Engage in sustainable collaborations with community partners, leading universities and healthcare institutes in lower, middle- and upper-income countries. (CP05, AE12)
- Create a thriving research environment by appropriately managing core research facilities and key research programmes, and by incentivising growth in PhD student numbers. (AE08)

Enablers

- Expand the footprint of the College to provide appropriate physical infrastructure for all Schools, disciplines and programmes in the College.
- Instigate a space planning process to identify and optimise the use of current space and identify the future needs for collaborative learning and research, taking into account the transition towards remote working and technological advances.
- Implement the University's Sustainability Strategy.
- Develop a resourcing model within the College that ensures that programmes and activities are appropriately matched with available resources in a fair, equitable, and transparent manner.
- Align investment within the College to support strategic goals and ongoing sustainability.
- Review operations within the College and enhance efficiencies by simplifying systems and applying technological solutions.
- Fully exploit the operational enhancements arising from the Digital Pathways Project.
- Develop formal agreements with key stakeholders and promote ongoing collaborative activities.
- Provide capacity at a strategic level to efficiently appraise, respond and develop emerging opportunities to benefit the College.



Category	Code	Objectives
Capital	PB09	Address increasing pressure on space and deficits in our ageing infrastructure.
Excellent University of Galway	AE08	Create a thriving research environment by appropriately managing core research facilities and key research programmes, and by incentivising growth in PhD student numbers.
Excellent University of Galway	CE01	Optimise organisational structures to ensure that each unit is managed effectively, that each staff member is appropriately supported and there is optimal open communication across the College.
Excellent University of Galway	AE01	Provide opportunities for all staff to develop in their roles, maximise their potential and contribute to the CMNHS' and the University's mission.
Excellent University of Galway	CE01	Celebrate and inspire excellent impact across all staff categories.
Excellent University of Galway	AE03	Provide students with modern, innovative teaching and learning curricula underpinned by continuous review, and where experiential learning and preparedness for clinical practice are core features.
Excellent University of Galway	AE05	Provide students with modern, innovative teaching and learning curricula underpinned by continuous review, and where experiential learning and preparedness for clinical practice are core features.
Excellent University of Galway	AE03	Harness digital technology to support teaching and learning, where educational benefit can be demonstrated.
Excellent University of Galway	AE11	Drive and support impactful and high-quality research programmes in areas of global importance, which are mindful of and limit research waste.
Excellent University of Galway	AE07	Structure existing, emerging and successful research programmes from a leadership, branding and operational perspective to drive maximum performance.
Excellent University of Galway	AE08	Structure existing, emerging and successful research programmes from a leadership, branding and operational perspective to drive maximum performance.
Excellent University of Galway	AE09	Structure existing, emerging and successful research programmes from a leadership, branding and operational perspective to drive maximum performance.
Excellent University of Galway	AE13	Support and enable responsible innovation and commercialisation of research outputs.
Excellent University of Galway	AE12	Build meaningful, sustained partnerships with leading universities, industry, government, clinical partners, patient groups and community organisations, to create an excellent regional innovation ecosystem that enables therapeutic innovation and development.
Excellent University of Galway	CE03	Maximise our international profile by building strong links with key partners and collaborators across the globe.
Excellent University of Galway	CE04	Develop sustainable leadership by developing our staff.
Excellent University of Galway	AE12	Engage in sustainable collaborations with community partners, leading universities and healthcare institutes in lower, middle- and upper-income countries.
Implementaion	CM02	Optimise organisational structures to ensure that each unit is managed effectively, that each staff member is appropriately supported and there is optimal open communication across the College.



Category	Code	Objectives
Openness	CP02	Optimise organisational structures to ensure that each unit is managed effectively, that each staff member is appropriately supported and there is optimal open communication across the College.
Openness	CP05	Align educational programmes with future skills needs.
Openness	CP01	Drive and support impactful and high-quality research programmes in areas of global importance, which are mindful of and limit research waste.
Openness	AP05	Strive towards an increasingly diverse and high-calibre student and staff population.
Openness	AP07	Target engagement with strategic external partners who have a positive, equitable and sustainable impact regionally, nationally and internationally.
Openness	CP06	Embed the University's Irish Language Strategy into College activities.
Openness	CP05	Engage in sustainable collaborations with community partners, leading universities and healthcare institutes in lower, middle- and upper-income countries.
Respect	CR03	Nurture a values-led culture at College level by ensuring that leaders and managers champion and act as role models for those values and behaviours.
Respect	CR04	Create a positive working environment in which supporting health and wellbeing are integral.
Respect	CR10	Create a positive working environment in which supporting health and wellbeing are integral.
Respect	AR08	Strive towards an increasingly diverse and high-calibre student and staff population.
Respect	AR05	Embed a culture of equality, diversity and inclusion into the activities of the College.
Respect	AR06	Embed a culture of equality, diversity and inclusion into the activities of the College.
Respect	AR07	Embed a culture of equality, diversity and inclusion into the activities of the College.
Respect	AR08	Embed a culture of equality, diversity and inclusion into the activities of the College.
Respect	AR08	Enable student voices and input to inform how we work.
Sustainability	AS14	Drive and support impactful and high-quality research programmes in areas of global importance, which are mindful of and limit research waste.
Sustainability	CS07	Promote awareness amongst our students and staff of social responsibility and meaningful civic and community engagement.
Sustainability	AS20	Promote awareness amongst our students and staff of social responsibility and meaningful civic and community engagement.
Sustainability	CS03	Manage our financial resources to ensure long-term sustainability.
Sustainability	CS01	Embed sustainability in our culture, operational policies and governance structures.
Sustainability	CS04	Embed sustainability in our culture, operational policies and governance structures.



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