

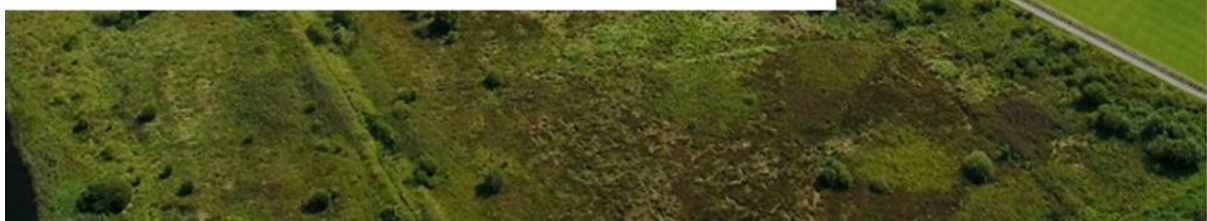


NUI Galway
OÉ Gaillimh



Implementing our...
**SHARED VISION,
SHAPED BY VALUES**

A guidebook for embedding our new
Strategy 2020-2025
across University planning



Discover more at: www.nuigalway.ie/strategy2025

INTRODUCTION

Shared Vision, Shaped by Values is our university community's shared strategy for the period 2020-2025.

It is not a *uni-dimensional* strategic plan: it doesn't assign targets to specific Colleges, Schools, Research Institutes, Units or groups in the University. In fact, the strategic plan purposefully avoids name-checking individual groups in the University.

Instead, it adopts a *multi-dimensional* approach, which will require collective effort, creative thinking and ambition across our university. While some of the Flagship Actions are clearly more aligned to some areas of the University more than others, the strategic plan challenges all of us to respond in multiple ways. Through College Planning, Unit Strategies and operational planning, we are asked to demonstrate how we will build on our values and contribute to achieving the commitments and Flagship Goals in diverse ways at various levels throughout the University.

There are challenges to this multi-dimensional approach to strategy implementation, and Colleges, Schools, Research Institutes, Units and groups across the University will have to take collective ownership of our *Shared Vision, Shaped by Values*. Moreover, to engage our university community and external stakeholders in how we are making good on our strategy, we will need a clear and consistent way of demonstrating how we are collectively delivering on the strategy in diverse ways across the University.

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ANATOMY OF SHARED VISION, SHAPED BY VALUES

Our strategic plan shows how we want to collectively deliver on our vision on a number of different levels.



Values: The strategic plan is structured around four core values, which were debated and defined with input from staff, students and external stakeholders during the strategy development process. Each of our values – respect, openness, sustainability and excellence – is introduced qualitatively, giving context for what they mean for our university community. In College Planning and Unit Strategies, colleagues are asked to show how their actions will contribute to NUI Galway becoming an even more respectful, open, sustainable and excellent university.

Our Values

- **Respect** (see page 19 of *Shared Vision, Shaped by Values*)
- **Openness** (see page 23 of *Shared Vision, Shaped by Values*)
- **Sustainability** (see page 27 of *Shared Vision, Shaped by Values*)
- **Excellence** (see page 31 of *Shared Vision, Shaped by Values*)

Commitments: Under each of the four values, we have described what they mean to our university community and how they will guide how we change and evolve over the coming years. We make a number of firm commitments to our communities under each value – and these are phrased as ‘we will’ statements. *Shared Vision, Shaped by Values* does not reference individual Colleges, Schools and Units and these commitments will be delivered on in many different ways across the University.

Examples of commitments:

- **Respectful NUI Galway:** We will proactively remove barriers to equality and diversity in our University, recognising the individuality of our people’s journeys.

- **Open NUI Galway:** We will actively engage with external stakeholders, alumni and the public to maximise and amplify our impact.

Flagship Actions: Under each of the four values, we have identified a number of Flagship Actions, which will be delivered by the University over the lifetime of the strategic plan. These actions describe specific outcomes that will be led at an institutional level and delivered in targeted ways. They are grouped by sub-themes under each of the values:

Respectful NUI Galway

- A culture of respect – 4 Flagship Actions
- Equality and Diversity – 4 Flagship Actions
- Health and Wellbeing – 3 Flagship Actions

Open NUI Galway

- Access and Inclusion – 5 Flagship Actions
- Collaboration and Partnerships – 8 Flagship Actions

Sustainable NUI Galway

- Living positive change on campus – 18 Flagship Actions
- Leading positive change beyond our university – 3 Flagship Actions

Excellent NUI Galway

- People – 2 Flagship Actions
- Teaching and Research – 8 Flagship Actions
- Impact and Reputation – 3 Flagship Actions

Examples of Flagship Actions:

- **Sustainable NUI Galway:** We will embrace proven new technologies to increase our buildings' energy efficiency and Building Energy Rating, by integrating sustainability in all Buildings and Estates planning and development under the auspices of the national Climate Action Plan
- **Excellent NUI Galway:** We will establish new strategic partnerships with prestigious national, European and international centres of research excellence with a focus on research collaborations and staff/student exchange

Capital Development Priorities: These describe the capital development projects listed in the 'Building for the Future' section of the strategy, which will be prioritised over the five years of the strategic plan. They include new buildings (e.g. student accommodation), redevelopment of existing buildings (e.g. Library), refurbishment of existing buildings (e.g. to install universal access) and new services (e.g. pedestrian and cycle connections).

Examples of Building Priorities:

- A new Library, incorporating a Learning Commons that encourages and supports new forms of learning and engagement
- Additional affordable and sustainable on-campus accommodation for our students

THE PURPOSE OF THIS GUIDEBOOK

This guidebook establishes a consistent approach for Colleges and Units to demonstrate how they are delivering on the values, commitments and Flagship Actions in their College Planning and Unit Strategies. This common approach will help us to capture, communicate and connect our collective efforts to deliver on the strategy.

Challenges of this approach

College Planning and Unit Strategies respond to **different business needs and pressures** depending on a number of factors, including funding models, stages in business cycle or development, and stakeholders or customers they need to satisfy. While we seek to deliver on our shared vision at a College or Unit level, we need to be flexible enough to recognise the local challenges, opportunities and context to which they are responding.

College Plans and Unit Strategies are often structured according to **specific and pre-established reporting frameworks** – usually ordered by theme or by internal functions or divisions within the Colleges/Units. In some cases, these frameworks are established by national or international bodies for consistency of reporting. While we need to align planning and strategy with the University's strategic plan and demonstrate how Colleges and Units are delivering on our *Shared Vision, Shaped by Values*, we must be flexible enough to do so within existing reporting frameworks.

While our strategic plan is structured around four core university values, there will be an **emphasis on some values over others** in different areas of the University. For example, colleagues in the School of Natural Sciences, the Buildings and Estates team and the Community and University Sustainability Partnership (CUSP) might place an emphasis on Sustainability in their planning and strategies, while colleagues in the Discipline of Human Rights, the Institute for Lifecourse and Society, and the University of Sanctuary initiative might place an emphasis on Respect. We need to be flexible enough to allow for some areas to deliver on some values more strongly than others.

Benefits of this approach

A common approach to reporting on strategy implementation will help **connect our collective efforts** towards delivering on individual commitments or Flagship Actions in the strategic plan. This has the potential to promote collaboration across Colleges and Units and identify common ground and purpose between disparate groups in the university community.

A clear approach to aligning activities within College Planning, Unit Strategies and operational planning to the values, commitments and Flagship Actions in the strategic plan will enable **greater advocating** for those activities at all levels of the University and demonstrate resulting needs more effectively.

Clear alignment with the strategic plan will also help **identify and obtain resourcing** for strategic initiatives – either directly through applications to the NUI Galway Strategic Fund or by pooling resources across Colleges and Units based on shared strategic goals identified through the strategy reporting process.

Finally, a consistent approach to strategy alignment will help with **institutional reporting** on how we are delivering on the strategic plan, as required by Údarás na hOllscoile and its Standing and Strategic Priorities Committee.

A CONSISTENT APPROACH – IN FIVE STEPS

Below is a full list of all commitments, Flagship Actions and capital development priorities in *Shared Vision, Shaped by Values*, each one with a unique code for reference. In presenting your College Plans and Unit Strategies, we ask colleagues to use these unique codes to signpost which elements of their plans/strategies deliver on the commitments, Flagship Actions and capital development priorities in the strategic plan.

What does 'signpost' mean? This means that College Plans and Unit Strategies will clearly show how their planned activities will deliver on the University's strategic plan in ways that are easily identified and understood.



Step 1: Structuring your College Plan / Unit Strategy

There is no obligation to structure your plan/strategy according to the four values in *Shared Vision, Shaped by Values*.

Rather, you should structure your plan/strategy according to the themes that make most sense to your College/Unit. In many instances these are set by external organisations (e.g. Student Success Strategy pillars established by the National Forum for the Enhancement of Teaching and Learning in Higher Education). In others, the College/Unit establishes their own intuitive structure based on major themes of development (e.g. student recruitment, research impact, etc.) or by internal Unit function (e.g. Archives and Special Collections, Digital Engagement, etc.) or by previously established themes from earlier strategies.

Likewise, we expect that your College Plans and Unit Strategies will refer to documents, policies and strategies other than the University strategic plan, where targets are defined. For example, the HEA Compact includes a number of pre-defined targets on which funding is dependent.

Step 2: Signposting commitments and Flagship Actions in the body of your plans/strategies

Within the structure of your College Plan or Unit Strategy, we ask you to signpost the links to the strategic plan as follows: At the end of any sentence/paragraph that links the planned future activities or direction of your College/Unit to a specific commitment or Flagship Action in *Shared Vision, Shaped by Values*, insert the unique reference code of that commitment, Flagship Action or capital development priority in brackets.

This will enable readers to understand how the planned activities of your College/Unit will contribute to the University delivering on specific elements of the strategic plan.

Examples of Step 2:

- The College will appoint a new International Recruitment Officer in order to increase international student numbers (AP05; AP06). The International Recruitment Officer will explore new markets for recruitment to diversify our sources of incoming students and help ensure sustainability of recruitment activities (CS03).
- The School will develop a new module in Freshwater Ecosystems, which will be included in all programmes in the Discipline of Earth and Ocean Sciences (AS03; AS09).

Step 3: Summarise these commitments and Flagship Actions at the end of each section of your plans/strategies

At the end of each section of your plan/strategy, summarise the list of commitments and Flagship Actions that are referenced in that section. These should be grouped by value and listed in numerical order starting with commitments and concluding with Flagship Actions, as in the example below. These summaries may be low in number and are likely not to cover all four values.

Example of Step 3:

Respectful NUI Galway

- CR12 Recognising the unique and influential role our university plays in our region’s society and economy, we will work with businesses, organisations and networks across the west of Ireland to ensure that our university is positively serving our region.
- AR02 We will design and implement a skills programme to help build empathy, compassion and understanding in our campus community

Open NUI Galway

- CP05 We will enhance our entrepreneurial ecosystem in collaboration with industry, employers and other stakeholders in recognition of our unique role in creating the skills and scholarship that drive growth across our region and nationally.

Step 4: Create an appendix of all commitments and Flagship Actions referenced in your plan/strategy

At the end of your plan/strategy, summarise the entire list of commitments and Flagship Actions that are referenced throughout the document. These should be grouped by value and listed in numerical order starting with commitments and concluding with Flagship Actions (as in the example in Step 3 above). These summaries will be bigger in number and should include references to all four values.

Step 5: Publishing College Plans and Unit Strategies in a consistent way

Once you have completed your College Plan or Unit Strategy, submit a copy to the Director of Strategy Implementation (john.caulfield@nuigalway.ie) who will advise on the design of the document using a consistent university-wide style guide.

**REFERENCE CODES
FOR COMMITMENTS, FLAGSHIP ACTIONS & CAPITAL DEVELOPMENT PRIORITIES**

COMMITMENTS IN *SHARED VISION, SHAPED BY VALUES*

Each commitment has a unique code comprising two letters and two digits as follows:

1. **C** = Commitment
2. **R/P/S/E/C/V/M** = Respect / Openness / Sustainability / Excellence / Communities / Values / Implementation: the value (or theme) with which the commitment is associated (we use P for Openness and M for Implementation to avoid any confusion with the numbers 0 and 1)
3. **01/02/03** = a unique number for each commitment based on the order in which they appear in the strategic plan

Respectful NUI Galway

- **CR01** We will proactively remove barriers to equality and diversity in our University, recognising the individuality of our people's journeys.
- **CR02** Our research will inform attitudes and policy about diversity, with an emphasis on improving understanding and awareness of disadvantage and discrimination where it occurs.
- **CR03** By championing respect, we will have a transformational effect on our communities and set a positive example beyond our university.
- **CR04** We will embed a culture of empathy and respect in our university, including within our student experience.
- **CR05** We will support students in their studies, progression and wellbeing as part of a community where they are encouraged to define success holistically and inspired to achieve it.
- **CR06** We will build on the success of pilot projects in our student support services, we will mainstream programmes for mental, physical and social health and wellbeing.
- **CR07** The University is committed to the practice of maintaining and promoting decent, high standards of employment and fairness at work.
- **CR08** We will optimise secure direct employment on high quality terms, consistent with public policy, allied to transparent and equitable access to career development, progression and promotion.
- **CR09** The University further commits to family-friendly work practices in a manner that is mindful and accommodating in the interests of a healthy work/life balance.
- **CR10** Everyone working on NUI Galway campuses can expect to be enabled to do their best work in a positive and safe work environment, which is mindful of employees' physical, intellectual and wellbeing needs.
- **CR11** Employees are valued and will be treated with the highest standards of dignity and respect.
- **CR12** Recognising the unique and influential role our university plays in our region's society and economy, we will work with businesses, organisations and networks across the west of Ireland to ensure that our university is positively serving our region.

Open NUI Galway

- **CP01** We will actively engage with external stakeholders, alumni and the public to maximise and amplify our impact.
- **CP02** We will build an inclusive culture that proactively seeks to improve access to education, enable collaboration and support our people regardless of their background.

- **CP03** We will invest in a physical environment that ensures our university is open and accessible to all our communities.
- **CP04** We will strive to make a positive impact on society through partnering with other universities, organisations and communities, locally and internationally, to enable the creation and sharing of knowledge, expertise and technologies.
- **CP05** We will enhance our entrepreneurial ecosystem in collaboration with industry, employers and other stakeholders in recognition of our unique role in creating the skills and scholarship that drive growth across our region and nationally.
- **CP06** We will work with our communities to enhance our bilingual campus and share our passion for the Irish language with the world.

Sustainable NUI Galway

- **CS01** We will provide leadership to inform the transition to a sustainable future through our teaching, research, actions and impacts.
- **CS02** We will sustainably manage our campuses and all our external affairs and become a role model for positive impact on the environment.
- **CS03** We will future-proof our university by ensuring the environmental, social and financial sustainability of all our operations.
- **CS04** Through our teaching and research activities, using the UN Sustainable Development Goals as a framework, we will develop the next generation of students, researchers and innovators for tackling society's evolving sustainable development challenges.
- **CS05** Working together with local, regional, national, European and global partners, we will develop solutions for a more sustainable future.
- **CS06** will be world-renowned for our teaching and research activities that develop our graduates as future sustainability leaders in Ireland and globally.
- **CS07** Building on the work of our Community and University Sustainability Partnership and its approach to 'learn, live and lead' sustainability across the university mission, we will embed sustainability in our culture, operational policies and governance structures, and empower our communities to be champions of sustainability.

Excellent NUI Galway

- **CE01** We will support ambition and enable the excellence of our people, who are leaders, innovators and critical thinkers that share a passion for understanding, educating and improving the world.
- **CE02** We will deliver an excellent student-centred, research-led teaching and learning experience. This will be underpinned by increased investment in supports that develop critical thinking, leadership, professionalism and employability.
- **CE03** We will be recognised for our culture of excellence in teaching, research and innovation, and as a destination of choice that nurtures, attracts and retains ambitious people.
- **CE04** We will provide programmes of development, including mentoring, coaching and training, and enhance our physical and virtual environment in order to empower our staff, students and partners to fulfil their potential.
- **CE05** Our students will benefit directly from newly developed curricula that are research-led, drawing on the interdisciplinary strengths of our university.
- **CE06** We will sharpen the focus of our teaching, research and innovation using the UN Sustainable Development Goals as a blueprint to achieve a better and more sustainable future.
- **CE07** Engaging with our partners locally, nationally and worldwide, we will invite ambition in research that underpins the area of enhancing policy and society

- **CE08** Engaging with our partners locally, nationally and worldwide, we will invite ambition in research that underpins the area of enriching creativity and culture
- **CE09** Engaging with our partners locally, nationally and worldwide, we will invite ambition in research that underpins the area of improving health and wellbeing
- **CE10** Engaging with our partners locally, nationally and worldwide, we will invite ambition in research that underpins the area of realising potential through data and enabling technologies
- **CE11** Engaging with our partners locally, nationally and worldwide, we will invite ambition in research that underpins the area of sustaining our planet and people
- **CE12** We will also encourage our researchers who have the ambition to grow in both established and emerging research areas.

Our Communities

- **CC01** We will engage with our alumni and retired staff in order to shape and support our future
- **CC02** We will find new ways to deepen our partnerships with community groups and organisations in the Galway region in an open and inclusive way
- **CC03** We will enhance our network of business, industry and employers to ensure our graduates, courses, research, innovation and facilities are primed to benefit the economy of our region and country
- **CC04** We will partner with and support cultural and creative organisations, regionally and nationally, to celebrate our distinctive culture and make cultural expression available to all
- **CC05** We will actively engage with government, state bodies, development agencies, the Saolta hospitals group and other educational institutions to maximise our contribution to regional and national development
- **CC06** We will establish new strategic alliances with European and international partners and strengthen existing ones to maximise the reach and impact of our teaching, research and innovation
- **CC07** Meitheal model We will establish a Meitheal Scoláirí that engages with students to enhance trust and co-operation in decision-making in our University
- **CC08** We will establish a Meitheal Foirne that engages with staff, retired staff and their representatives to enhance trust and co-operation in decision-making in our University
- **CC09** We will establish a Meitheal Alumni drawn from our 110,000 alumni worldwide to enhance trust and co-operation in decision-making in our University
- **CC10** We will establish a Meitheal Pobail to facilitate relations and new partnerships with our diverse communities beyond the campus, including employers, community groups and cultural organisations

Our Values

- **CV01** Our core values will be the lived experience of our people and of those with whom we live, learn and partner.
- **CV02** Our values will be a lens for policy-making and recruitment at NUI Galway.

Implementing the Plan

- **CM01** The University's Director of Strategy Implementation will devise an implementation plan with stakeholders across the University that includes details of how each of our commitments will be realised.
- **CM02** Each College, School, Research Institute and Unit will be asked to show through operational planning how they will support the achievement of our commitments and flagship actions.

- **CM03** We will evolve our operational planning systems to align operational goals with our four core values.
- **CM04** The University will align strategic investment with core values.
- **CM05** We will launch an investment programme encouraging our friends, supporters and philanthropists to join us on this journey.
- **CM06** We will dedicate each year to one of the values so that we can highlight the distinctive contributions of each value to our mission.

FLAGSHIP ACTIONS IN *SHARED VISION, SHAPED BY VALUES*

Each Flagship Action has a unique code comprising two letters and two digits as follows:

1. **A** = Flagship Action
2. **R/P/S/E** = Respect / Openness / Sustainability / Excellence with which the Flagship Action is associated (we use P for Openness to avoid any confusion between the letter O and the number 0)
3. **01/02/03** = a unique number for each Flagship Action based on the order in which they appear in the strategic plan

Respectful NUI Galway

A culture of respect

- **AR01** We will embed a culture of respect through the development and implementation of a Respect Charter, led at every level of the institution
- **AR02** We will design and implement a skills programme to help build empathy, compassion and understanding in our campus community
- **AR03** We will develop and implement a structured university-wide social responsibility programme to deliver measurable positive societal impact with our communities
- **AR04** We will advance ideas that underpin respect for the dignity of all people through our teaching and research activities

Equality and Diversity

- **AR05** We will fulfil our 'Public Sector Equality and Human Rights Duty' across all of the University's functions and relationships
- **AR06** We will maintain our Athena SWAN Bronze Award and aim to achieve institutional Silver-level accreditation to further advance diversity and equality in the University
- **AR07** We will develop and implement a plan to significantly narrow the gender pay gap
- **AR08** We will increase the diversity of leadership and university structures to represent the increasingly diverse composition of the NUI Galway community

Health and Wellbeing

- **AR09** We will create a Universal Student Support Centre that will centralise student support services in one hub and facilitate our students' journey in their learning and development
- **AR10** We will improve physical, social and mental wellbeing in our communities as a partner of Healthy Ireland and by implementing the Healthy Campus Framework

- **AR11** We will develop and implement a holistic strategy for staff health and wellbeing, building on the WorkPositive initiative, and achieve accreditation through the KeepWell Mark

Open NUI Galway

Access and Inclusion

- **AP01** We will implement a capital development programme that is student-centred, community-focused and disability-conscious, to enhance access and engagement with our campus and facilities
- **AP02** We will adopt the Principles of Universal Design in our learning and working environment to increase accessibility, accommodate different approaches to learning and enable students to fulfil their potential
- **AP03** We will further develop our pathways for accessing education, building on our designation as a University of Sanctuary, to deliver a portfolio of supports for all communities to access higher education
- **AP04** We will create an Open Scholarly Community in which the process, content and outcomes of research are ethically managed and openly accessible, and promote the use and production of Open Educational Resources
- **AP05** We will encourage and welcome a broad international mix of staff and students across our taught and research programmes at undergraduate and postgraduate levels

Collaboration and Partnerships

- **AP06** We will develop and implement a clear strategy for internationalisation and international collaboration that maximises the global impact and reach of the University in the context of the Government's Global Ireland programme
- **AP07** We will design and implement a structured programme of engagement for strategic external stakeholders, including alumni, industry, community and government, to benefit from advice, expertise, support and engagement
- **AP08** We will engage more deeply with European Union institutions and networks to maximise the University's impact
- **AP09** We will develop and implement an ambitious and future-focused strategy for the Irish language, in partnership with national stakeholders and Gaeltacht communities, based on our values of respect and sustainability
- **AP10** We will embed the distinctiveness of our region in our curriculum by providing our students with opportunities for work-based learning, fieldwork, and community-based and service learning
- **AP11** We will create greater opportunities for our students and staff to broaden their horizons and gain diverse international experience through study abroad programmes, work placements, mentoring, and teaching and research collaborations
- **AP12** We will establish partnerships with development agencies and stakeholders for our region to support the growth and scaling of indigenous and international businesses
- **AP13** We will embed engaged research across the University by involving and collaborating with the public throughout the process of our research activities

Sustainable NUI Galway

Living positive change on campus

- **AS01** We will commit to and sign the UN Sustainable Development Goals (SDG) Accord and aim for SDG Champion status
- **AS02** Together, we will develop a roadmap to move ambitiously towards carbon neutrality by 2030

- **AS03** We will embed sustainability across our learning, research and the student experience, so that our entire campus community can gain the necessary knowledge and skills to become sustainability role models and leaders
- **AS04** We will manage our environment in ways that are sensitive to our ecosystems in keeping with our aspirations to be an exemplar in research and teaching about biodiversity
- **AS05** We will embrace proven new technologies to increase our buildings' energy efficiency and Building Energy Rating, by integrating sustainability in all Buildings and Estates planning and development under the auspices of the national Climate Action Plan
- **AS06** We will balance entrepreneurialism and prudence in our resource planning to ensure the financial stability necessary to achieve our ambitious goals
- **AS07** We will set ourselves ambitious targets in the area of sustainable energy and carbon mitigation
- **AS08** We will set ourselves ambitious targets in the area of biodiversity protection
- **AS09** We will set ourselves ambitious targets in the area of sustainability embedded in the curriculum
- **AS10** We will set ourselves ambitious targets in the area of graduate programmes focused on sustainability
- **AS11** We will set ourselves ambitious targets in the area of research outputs in the area of sustainability
- **AS12** We will set ourselves ambitious targets in the area of Green Lab certification
- **AS13** We will set ourselves ambitious targets in the area of building design and sustainability
- **AS14** We will set ourselves ambitious targets in the area of waste management
- **AS15** We will set ourselves ambitious targets in the area of procurement
- **AS16** We will set ourselves ambitious targets in the area of travel and consumables
- **AS17** We will set ourselves ambitious targets in the area of plastics usage
- **AS18** We will set ourselves ambitious targets in the area of technologically enhanced work and study practice

Leading positive change beyond our university

- **AS19** We will focus our research expertise and infrastructure on the targets of the UN Sustainable Development Goals with measurable ambitions for research income, outputs and impacts
- **AS20** We will scale sustainability successes beyond the campus by building sustainability partnerships with neighbouring communities, national bodies, and partners across Europe and the globe
- **AS21** We will exceed the targets set out in the Public Sector Energy Efficiency programme and we will act as leader in the sector through project demonstration, community engagement and collaboration with energy users across our campuses

Excellent NUI Galway

People

- **AE01** We will develop and implement a People Strategy to enable colleagues to reach their potential and support NUI Galway to achieve its ambitions, which includes a structured programme for staff training, development and mentoring
- **AE02** We will support and enhance student transition and progression by developing and implementing a Student Success Strategy, and by investing in new processes and systems,

through the Student Digital Pathways programme, that meet student needs and future-proof our university

Teaching and Research

- **AE03** We will mainstream academic peer supports, academic skills supports and curricular innovations, recognising the centrality of excellence in teaching and learning to the mission of our university
- **AE04** We will invest in and extend the reach of development programmes for all who teach or support excellence in student learning across our university
- **AE05** We will identify and recognise in our policies and practices commitment to teaching, curricular innovation, scholarship, the sharing of practice, and the management of programmes
- **AE06** We will redevelop our Library for the twenty-first century, establishing a Learning Commons that encourages and supports new forms of engagement in learning across our communities
- **AE07** We will invigorate our research institutes to ensure our continued impact and support high standards, using this strategy and values as our lens
- **AE08** We will invest to achieve a sustainable research ecosystem that supports our research institutes, centres, core research facilities and research support systems, with a particular focus on investment in talent and award support
- **AE09** We will sharpen our focus on the European Union’s research agenda to maximise funding opportunities, consistent with our mission to serve society
- **AE10** We will establish graduate schools in distinctive research priority areas and align our postgraduate programme development with the work of our interdisciplinary research institutes

Impact and Reputation

- **AE11** We will actively contribute towards building Galway’s reputation as an internationally recognised centre of excellence for medtech, data science, culture and creativity, climate and oceans, public policy, and innovation in the Government of Ireland Future Jobs Strategy
- **AE12** We will establish new strategic partnerships with prestigious national, European and international centres of research excellence with a focus on research collaborations and staff/student exchange
- **AE13** We will develop a compelling content programme to showcase the outcomes and impact of our research and innovation, nationally and internationally

CAPITAL DEVELOPMENT PRIORITIES IN SHARED VISION, SHAPED BY VALUES

Each priority for capital development has a unique code comprising two letters and two digits as follows:

1. **P** = Priority
 2. **B** = From ‘Building for the Future’ section of strategy
 3. **01/02/03** = a unique number for each capital development priority based on the order in which they appear in the strategic plan
- **PB01** A new innovation district, incorporating a riverside campus, on Nuns’ Island / Earls Island as the primary driver of the urban regeneration of Galway city

- **PB02** A landmark cultural and performance space, acknowledging our role as a national cultural institution and our contribution to Galway as a city of culture
- **PB03** A new Library, incorporating a Learning Commons that encourages and supports new forms of learning and engagement
- **PB04** Additional affordable and sustainable on-campus accommodation for our students
- **PB05** An infrastructural programme to enhance our visitors' experience, recognising our unique position in the business, conference and leisure tourism market
- **PB06** Universal design principles in our capital development across all our campuses and a programme of retrofitting older buildings to enhance physical access for all
- **PB07** A sports campus for the future, delivering a new Water Sports Centre and 3G pitch, recognising the centrality of sport in the wellbeing of our communities
- **PB08** Expansion of the Galway to Connemara Greenway with greater connections for cyclists and pedestrians between our campus and city
- **PB09** A portfolio of sustainable capital projects in line with strategic priorities in partnership with Colleges, Schools, Research Institutes and campuses where areas of expansion and ambition emerge
- **PB10** Applying our expertise, in partnership with regional and national stakeholders, to make our city and region a better place to live and work