



OLLSCOIL NA GAILLIMH
UNIVERSITY OF GALWAY

Of Galway, For the *World*

Strategic Plan 2025–2030



University
ofGalway.ie

From this *unique*
place, our *impact*
is *global*.

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Working with partners in our city, our region and around the globe, our university community chooses to rise to this moment with confidence, building on our long and proud history of achievement. From this unique place, we are seeking to make a strong and positive impact on the world.

Introduction from the *Interim President*

This is a very exciting time for our university.

We celebrate 180 years of university scholarship, research and education in Galway at a time of profound change in the world. With so much uncertainty and complexity in global matters, yet so many new and innovative ideas and new technologies, there is a wealth of opportunities and challenges for us to grasp. Working with partners in our city, our region and around the globe, our university community chooses to rise to this moment with confidence, building on our long and proud history of achievement. From this unique place, we are seeking to make a strong and positive impact on the world.

Of Galway, for the World.

Our new strategic plan was developed through 18 months of consultation with our university community, with external partners in our city and region, and with the input of experts and supporters from around the world. Despite the diversity of inputs, the message was consistent:

- Be clear in our purpose and our core activities
- Communicate our distinctiveness
- Demonstrate our global impact
- Invest in our organisation to make it an effective university to work in and work with.

We value that feedback. And in the following pages, we have responded to it.

Our new strategy focuses on our core mission as a university to nurture talent and generate knowledge for the world. It articulates our ambition to make a distinctive impact through our research and innovation. It demonstrates our drive to enhance our education for the future, both in the excellence of our teaching and learning and the quality of our student experience. And it commits us to investing in our organisation and infrastructure to make it a more effective, sustainable and empowering place for our people.

We have stated these ambitions clearly and concisely. We now warmly welcome the engagement of our university community, and we invite the community to respond in inspiring and impactful ways. And we invite and encourage partners who share our vision to reach out and join us on our journey.

Building upon our strategic priorities, we have used this opportunity to engage staff, students and partners to define what makes us stand out, in terms of:

- Our Distinctive Place
- Our Research Pillars
- Our Galway Graduates

These have been informed by our shared experience of working and studying in University of Galway, and by external perspectives of our reputation. We will use this framework to guide us in our strategic planning and to communicate our distinctiveness with the world.

To give confidence to our community and partners that we listened to your feedback, we have also detailed where we plan to invest in our organisation in our Priority Initiatives and where we will evidence the impact of our actions in our Measures of Success.

In such a large and complex organisation, we have identified those Key Enablers that support excellence across our activities. Guiding us in our actions, and setting standards of behaviour for our university, our people and partners, we have articulated five Core Values informed by student and staff feedback: Excellence, Respect, Openness, Sustainability, and Belonging.

We are excited to share the outcome of all of our work with you.

I invite you now to join with us as we embark on this ambitious journey together.

Professor Peter McHugh

Interim President, University of Galway



PEOPLE



19,700+ students

2,500 staff

135,000+ alumni worldwide



25 years breaking down barriers to education through the Access Centre

19% international students



from 120 countries



12 Athena SWAN School Awards

IMPACT



€110 million + in EU Research Awards since 2020

21 new spin-outs since 2020



199 new inventions since 2020



€87 million spent on research activity in 2024



Research collaborations with over 5,300 institutions



in 181 countries

PLANET



1st in Ireland and 12th in Europe for our impact on the UN Sustainable Development Goals



Rialtas na hÉireann Government of Ireland



50+ Green Lab certified laboratories

50% reduction in greenhouse gas emissions since 2017

University of Galway

Our university is shaped by the unique city and region we call home. And it is sustained by the people who live, study, work and create here. This gives our university our sense of purpose.

In the coming years, we will draw on the distinctive strengths of our people and place, delivering research and education with international impact. That is our unique role as a globally connected, research-intensive university in Galway. We are at the heart of a vibrant city in a bilingual coastal region like no other – enriched by diverse natural environments, a renowned creative sector and innovative industries.

Our university is of Galway. And, from this unique place, our impact is global.





Creative Galway

Galway is known worldwide as a hub of culture and creativity. Enriched by the Irish language, heritage and traditions, Galway's creative sector is globally connected, empowered by contemporary creative practice and innovative technologies.

Our University is at the heart of this activity. We drive excellence and innovation not only through our creative arts research and programmes but also by embedding creativity across the curriculum. Working with Galway's arts organisations and festivals – many of which have grown out of our university community – we welcome tens of thousands of visitors to arts events on campus each year, and we preserve important works for future generations by managing one of the most extensive archives of Irish culture in the world. Our enduring partnerships with the Galway International Arts Festival and the Druid Theatre enable close collaboration on research and student engagement in the creative arts. Our University is a world leader in exploring the links between creativity, teaching, research, and the wider world.



Our campus is home to some of Galway's best loved arts organisations, including Macnas, the internationally acclaimed spectacle theatre company.



Innovative Galway

Galway is a city of innovation where research, data and technology are applied in impactful ways to the health, sustainability and creative sectors.

It is home to international and indigenous enterprise in technology, software, cybersecurity and gaming, and it has a thriving start-up culture.

As one of six global hubs for medical technologies, Galway is a leader in health innovation. Nine of the world's top ten medtech companies are located here and we have a proud tradition of developing and scaling indigenous enterprises in health innovation. The University's signature innovation partnership with Medtronic is advancing healthcare through collaborative research and expanded STEM programmes.

Our university is deeply embedded in Galway's innovation ecosystem, with collaboration across our research community, clinical colleagues, data scientists, and industry partners, both international and indigenous. Since 2020, 21 new spin-out companies have emerged from the University and we have helped identify 199 new inventions to feed our innovation pipeline. On-campus Innovation Centres have now supported over 100 start-ups that have gone on to raise €796m in grants and investments – creating 3,365 jobs.



Our Earth and Ocean Sciences students participate in field trips to coastal, mountain and river locations across the region, including this site at Silverstrand beach on the edge of the city.

Our clinical simulation facility enables medical and nursing students to respond to patients' needs in an immersive virtual reality setting.

Our researchers work with island communities off the west coast to test new sustainable energy technologies, including on the Aran Islands, where we are exploring the potential for green hydrogen as a fuel source for transport.

Sustainable Galway

The West of Ireland has an extraordinary diversity of landscapes and seascapes, including extensive lake and river systems, peatland and karst ecosystems, and the Atlantic ocean with its rich marine environments. Our mix of urban, dispersed rural, coastal and island communities are distinctive locations to carry out engaged research on societal challenges.

This unique natural environment, and the resourceful communities that live here, are our living lab for globally relevant teaching and research in areas that impact our shared planet, like marine ecology and economics, climate change, land use and biodiversity, renewable energy, sustainable communities, the green economy and innovations in construction.

As Ireland's only Hydrogen Valley, Galway is pioneering innovation in renewable energy and decarbonisation.

Our atmospheric research station at Mace Head is an international supersite for data on air quality and climate, and ICHEC, our national centre for high-performance computing, advances earth observation and environmental modelling.

In recognition of this work, *Times Higher Education* ranks us first in Ireland and in the top 50 worldwide for our impact on the UN's Sustainable Development Goals.

During their Gaeltacht Semester, our Irish language students are immersed in learning, culture and activities in communities in Gaith Dobhair and Conamara.



Our language labs enable students to develop skills in conference interpreting in a simulated real-world setting. Our unique Irish language programme trains interpreters for EU institutions.



Bilingual Galway

West Galway is home to the highest concentration of Irish speakers in the world and ours is the only Irish city and university with bilingual status. The Irish language, and its celebrated oral, musical and literary culture, is a unique strength of this place.

Our university community draws inspiration and distinction from the Gaeltacht communities we serve across the west and northwest of Ireland. We take pride in our role in leading higher education and research in the Irish language, and in our rich Irish language archives, all of which enhances our university experience.

Our centres in An Cheathrú Rua and Carna in Co. Galway and Gaith Dobhair in Co. Donegal support the academic, cultural and economic development of Ireland's two largest Gaeltacht regions. We will continue to expand opportunities for researchers and learners to engage directly with our unique Gaeltacht communities.

Global Galway



Galway is Ireland's most diverse city. With over a quarter of residents born outside of Ireland, it is a multilingual and creative city that looks outwards. As an international tourism, education and business destination, we welcome visitors and talent from across the globe.

Our university plays a unique role in connecting Galway to the world. Around 20% of our staff and students come here from overseas, enriching life on campus and in our city and region. With over 135,000 graduates worldwide, we are proud of the impact our alumni make around the world.

Our research has global impact, shaping knowledge, innovation and policy internationally, and our academic community is collaborating with over 5,000 institutions across 178 countries.

Our conferences attract thousands of delegates to Galway each year, and our study abroad, exchange and summer school programmes give international participants the opportunity to experience and engage with our distinctive place.

We continue to expand physical and virtual mobility opportunities for our students and staff through global partnerships and we are deepening our engagement with ENLIGHT, our alliance of ten European universities. Our strategic partnership with Deloitte is one example of how we are bridging the gap between academia and industry to support our students' global mobility.

Looking ahead...

We will deepen collaboration with partners locally and nationally over the coming years, and strengthen our international networks, to further grow Galway's reputation and impact as a creative, bilingual, sustainable, innovative and global hub.

Our *Dynamic Region*

Our staff and students benefit hugely from the West of Ireland's distinctive natural, social and cultural landscape. In turn, our university is a catalyst for progress, driving innovation, prosperity and wellbeing across the region and beyond. From Shannon College in Co. Clare to our teaching centres in Donegal, we are a global university rooted in a dynamic region along the Atlantic coast of Ireland.

Enterprise & regional development:

As the largest research organisation in the West of Ireland, and with over 6,500 highly skilled graduates emerging from our programmes each year, our university is a key driver of economic development and competitiveness for our region's knowledge economy. The University will continue to drive social progress, prosperity and high value employment in partnership with development agencies across the West of Ireland. Over the coming years, our signature partnership with Údarás na Gaeltachta will advance innovation and community development across the region in line with our research strengths.

Our region's health: As the largest medical and nursing schools in the West of Ireland, our university plays a crucial role in advancing healthcare and wellbeing across the region. Our research is uniquely embedded within the hospital system, our programmes produce highly skilled professionals that sustain our healthcare system, and patients benefit directly from our clinical trials, healthcare innovations and policy development. In the coming years, the University will establish a new School of Pharmacy and Medical Sciences in Galway and pioneer a new Rural and Remote Graduate Medicine programme. Significantly, we will work with regional partners to drive smart specialisation and innovation in Digital Health to improve future healthcare.

Smart, skilled region: The West of Ireland is supported by a dynamic further and higher education sector dispersed across the region, which is critical to the ongoing social and economic development of our communities. We will leverage our university's strengths in data science and high-performance computing to support the region's digital transformation. We will collaborate with industry to develop short and flexible enterprise-focused programmes rooted in our distinctive research areas to upskill our pool of talented people. We will continue to work with counterparts across the regional tertiary system, in the local Education and Training Boards and the Technological University sector, to deliver on national priorities.

-  Medical academies
-  Environmental research facilities
-  Gaeltacht centres
-  Shannon College

Europe's Atlantic edge: Our region spans Ireland's western and northwestern Atlantic seaboard, and includes an extraordinary diversity of marine environments and coastal and island communities. Onshore, inshore and deep ocean research are enabled through marine research infrastructure and collaboration across the region. Our research and innovation in aquaculture, renewable energy and marine economics contributes to regional development and advances the transition to a more sustainable future for all. We will continue to advance global understanding of the ocean's impact on our climate, planet and health, its ecology and resources. In doing so, we will collaborate on international Atlantic ocean research expeditions with the Galway-based Marine Institute, Ireland's agency for marine research and innovation, to address regional, national and European priorities.





Mission

A research-intensive university
where we nurture talent and
generate knowledge for the world.

Vision

To empower our people to create global impact through our distinctive research, exceptional education and transformative student experiences.

Our Values

As a university community we have defined a set of core values that support our mission and guide us in how we act as an organisation, interact as a community, and engage with the world around us. In developing this strategic plan, our community reaffirmed the importance of our four long-term values – Respect, Openness, Sustainability and Excellence, and identified a fifth value – Belonging – which emerged most strongly from our students as an important driver of wellbeing, personal growth and success.

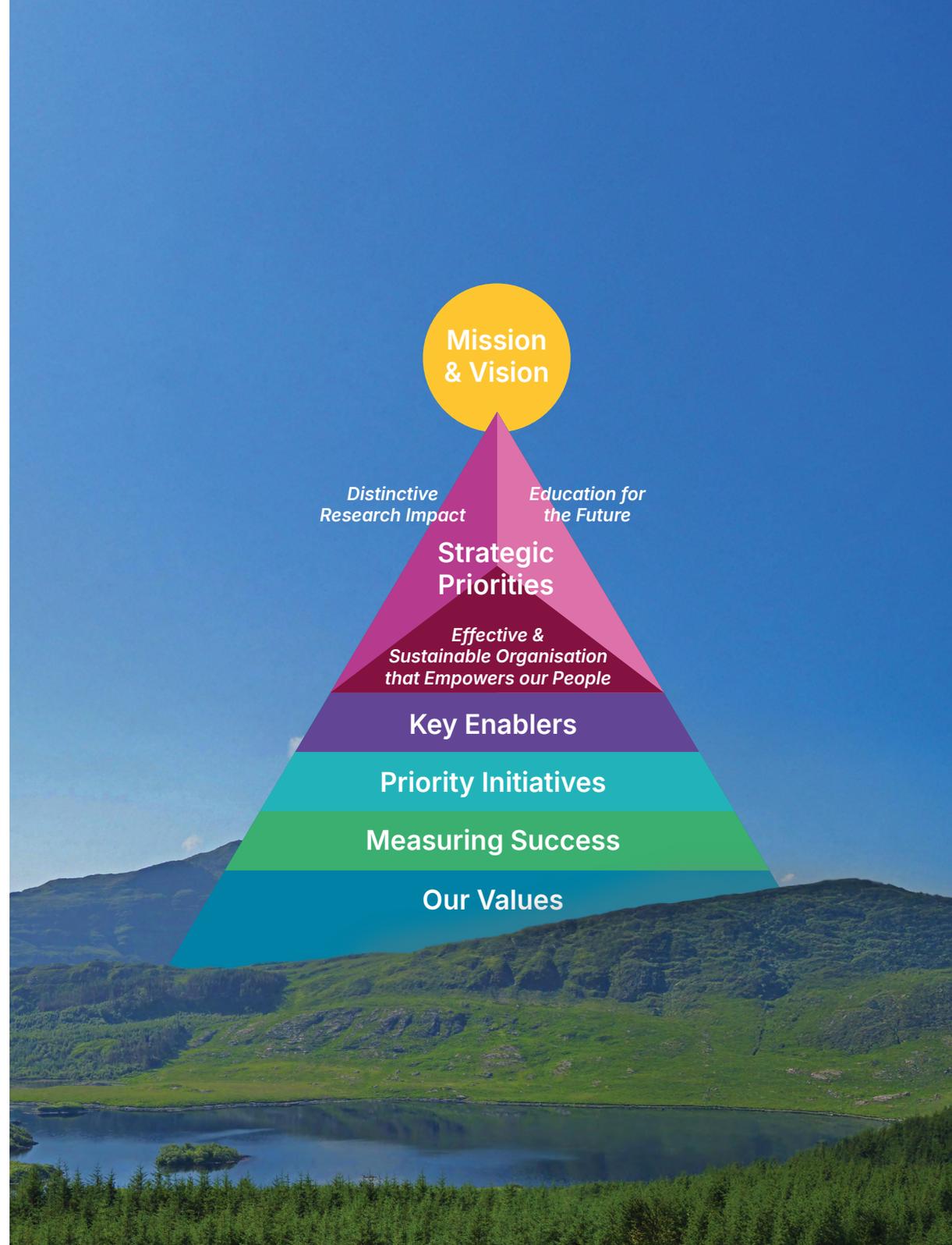
- **Excellence:** The University is dedicated to supporting excellence in teaching, research, and innovation, empowering our people with the skills and knowledge to reach their potential and drive positive societal, cultural and economic change.
- **Respect:** The University is committed to ensuring a culture of respect, equality, trust and empathy, and supporting the wellbeing and equitable treatment of students and staff.
- **Openness:** The University is committed to fostering openness, diversity, and inclusion, while engaging with local and global communities to drive positive change and make education and research accessible.
- **Sustainability:** The University aims to lead the transition to a sustainable future by embedding sustainability into its teaching, research, operations, and partnerships, fostering the next generation of leaders and innovators to tackle global challenges.
- **Belonging:** The University strives to create an environment where students, staff and alumni feel welcomed, supported, connected and valued as an integral part of a community of learning that fosters academic engagement, professional development and personal growth, health and wellbeing.

Strategic Priorities 2025-2030

Our strategy is focused on maximising University of Galway's impact in our unique role as a globally connected, research-intensive university on the west coast of Ireland.

To fulfil our university's mission, and to deliver upon our shared vision for the coming years, we have prioritised our core activities of research, education and the student experience, as well as the organisational design required to deliver excellence in an increasingly complex world.

This is our purpose in the world, drawing upon the distinctive strengths of our people and place. It enables us to create the greatest positive impact for our university community and partners in Galway, Ireland and around the globe.



Strategic Priority: Distinctive Research *Impact*

We will be global leaders in our distinctive areas of research excellence, engaging partners nationally and internationally, and harnessing regional strengths, while driving emerging areas of ambition.

Actions:

- Build scale, impact and global reputation in distinctive areas of research excellence.
- Lead the transition to a sustainable future by conducting globally relevant research in our exceptional city and region.
- Lead the acceleration of innovation, stimulating growth in our region, adding value to the Irish economy and making impact globally.
- Attract, develop and support the next generation of excellent researchers within a sustainable research ecosystem.
- Engage leading partners in research, industry, government and other sectors, as well as communities in our region, to maximise our positive impact on the world.





Innovation
for Health

Creativity, Culture
& Society

Our Research
Pillars

Sustainable &
Resilient Environments
Earth & Ocean

Transformative
Data & AI



Our university champions the role of foundational, curiosity-driven research in expanding our understanding of the world and inspiring innovation. Our research community is engaged in global challenges, national priorities, and regional needs. Together, we embrace an interdisciplinary and engaged approach, across a broad range of disciplines, and deliver impact through international collaboration. Our research leverages the unique character of our place, coalescing around four pillars, through which we deliver University of Galway's distinctive research impact.

- **Innovation for Health** reflects the strength of our research on understanding and managing diseases, medical technologies and devices, therapeutics and population health. Our research drives innovation in disease prevention and management, transforms healthcare practice and policy, and improves patient lives through groundbreaking clinical trials and disruptive solutions for health.
- **Creativity, Culture & Society** reflects our strength in creativity, arts practice, humanities, social sciences and justice. Our work explores cultural practices across time periods and around the world. Through local and global engagement, our multi-disciplinary research enables us to understand the complexity of our world and respond to societal challenges by promoting human rights, democracy and social justice.
- **Sustainable & Resilient Environments: Earth & Ocean** reflects our interdisciplinary strengths in marine, environment, decarbonisation, sustainable construction and planetary health. Our research has globally relevant impacts in marine ecology and economics, climate change, land use and biodiversity, renewable energy, sustainable communities, the built environment, and on policy that drives positive change.
- **Transformative Data & AI** reflects our strengths in analytics, data, technology and computer science. From leading foundational research, to shaping policy on responsible use, we apply research in data semantics and analytics, AI, machine learning and our high-performance computing capacity to support interdisciplinary research addressing global challenges.

Our Research *Institutes*



Our research pillars are supported by six research institutes that enable the highest quality interdisciplinary research and facilitate extensive collaboration nationally and internationally:

- Data Science Institute
- Institute for Clinical Trials
- Institute for Creativity
- Institute for Health Discovery and Innovation
- Institute for Lifecourse and Society
- Ryan Institute – Marine, Sustainability, Energy, Environment

These research institutes are the engines for multi-disciplinary research discovery and impact across our research pillars. Over the next five years, they will transform the scale of international research leadership and innovation undertaken by the University, building critical mass, excellence and global engagement. Externally facing, our research institutes provide a clear point of access for research partners and stakeholders who want to join our mission.

The research institutes are supported by a thriving research ecosystem across our Colleges. We will invest further in research supports, systems, processes and infrastructure across the University to enable our research community to have greater impact on a global scale.



Strategic Priority: Education for the *Future*

We will instil in our students the ambition to shape their future and society, using the knowledge, confidence and creativity they develop through our distinctive research-led education and excellent student-centred experience.

Actions:

- Be a university of choice for students from across Ireland and the world, distinguished by our unique place, identity and strengths.
- Develop distinctive Galway graduates to have a positive impact on the world by:
 - Delivering excellent education informed by our research.
 - Empowering students to co-create their learning journey as part of a holistic and supportive student experience.
 - Providing opportunities for diverse experiences and encounters by growing our global partnerships, mobility and recruitment.
- Remove barriers to and through higher education, embedding universal design, supporting students through key transition points, and making targeted interventions that support progression for all students.
- Embed sustainability across all our programmes and our campus experience.
- Harness technology in our teaching, learning and assessment, to improve our students' educational experience, prepare them for the future, and ensure academic integrity.
- Innovate curriculum design and delivery, and simplify pathways, engaging with external partners to support learners at all stages of their education, careers and lives.





University of Galway has
been creating outstanding
graduates for over 175 years

Galway Graduates

Our excellent education provides our students with the foundations of learning within their discipline. Taught by subject experts, to the highest standards, our students are prepared with the tools to pursue their ambitions and contribute to the society around them.

We recognise this moment as a period of rapid technological and social change. We will support our students to develop, define and articulate their knowledge and skills so that they are ready to thrive in a complex world and stand out in a highly competitive global employment market.

Our Galway graduates will be distinguished by their:

- **Creativity and innovation:** Creativity is part of our identity and embedded across our teaching, research and partnerships. Our graduates develop their skills in critical thinking, collaborative learning, innovation and entrepreneurship inside and outside the classroom, giving them the confidence, resilience, and agility to thrive in a rapidly changing world.
- **Empathy and engaged citizenship:** Our university has a long history of engaged research, service learning and applied social science in local and global contexts. Galway graduates connect their learning with real-world issues in the curriculum, develop emotional intelligence through our pioneering empathy programmes, and engage directly with communities through our teaching, volunteering programmes, social action initiatives and societies.
- **Sustainability leadership:** We are recognised internationally as leaders in embedding the United Nations' Sustainable Development Goals across our curriculum, research and operations. During their time in Galway our students develop the knowledge, skills and experiences to lead the transition to a sustainable future.

- **AI readiness:** Our researchers are at the forefront of developments in artificial intelligence and machine learning. We will harness expertise and technology in our teaching, learning and support services to prepare our graduates for the future, engaging them in the opportunities, implications and ethical use of AI.
- **Global outlook:** Our students engage with global issues as part of an internationally connected academic community, rooted in our vibrant city with its distinctive identity, culture and heritage. They encounter global perspectives and experiences here in Galway and through student mobility programmes abroad, developing capabilities for inter-cultural working and collaboration into the future.

The University's distinctive research pillars are fundamental to shaping our graduates' attributes. By embedding pioneering and globally relevant research in our educational experience, we ensure that our research in health, environment, technology, culture and society not only advances knowledge but also profoundly shapes the next generation of leaders, innovators, and changemakers.





Strategic Priority: *Effective and Sustainable Organisation that Empowers our People*

We will excel in our mission by empowering our people with streamlined technology-driven processes and architecture, as part of a leading sustainable organisation.

Actions:

- Build a culture of co-creation, leveraging our community's insights, experiences and collegiality to solve problems together.
- Design and deliver a business transformation programme that drives a high-performance university.
- Revise and upgrade our processes and operating models.
- Invest in secure systems and technology to streamline processes, data and decision-making to inform and enable our staff.
- Build on our global reputation for sustainability leadership while moving ambitiously towards carbon neutrality.
- Develop and support leadership across the organisation.



Key Enablers

Achieving our strategic priorities will require collective effort and focus in the years ahead. We have identified five key enablers to support the implementation of our strategy – cross-cutting themes through which we will engage our university community to deliver positive change.

Supportive Environment:

We will enable and support all students and staff to reach their full potential in an engaging, accessible and inclusive learning environment by:

- mainstreaming **equality, diversity and inclusion** by design, and engendering commitment and collective responsibility through the establishment of KPIs at unit level within the University.
- continuing to improve access and participation for under-represented priority groups, including students with disabilities, through our pioneering work on **widening participation** in higher education.
- collaborating across the University to improve **student success**, using student data and feedback and tailoring services to support them to progress, enhance their physical, social and mental health and wellbeing – including through participation in sports – and ensure they are ready for the future.
- enhancing **employee wellbeing and engagement** through the development of our staff, a focus on sustainable and equitable employment practices, and the provision of social, wellbeing, and learning opportunities, as informed by externally accredited frameworks.

Effective Communications:

We will communicate our distinctive impact, build reputation with key audiences, and engage our university community by:

- designing targeted communications and engagement strategies to build the University's reputation globally, and putting in place the systems, processes and technology to support their impact.
- telling our university's story through engaging digital content, including a redesigned website.

Sustainability Leadership

Building upon our global reputation for sustainability impact, we will intensify the transition to a more sustainable future by:

- further embedding sustainability in our teaching, research and campus operations through our Learn-Live-Lead model.
- deepening our engagement with sustainability partners, locally, nationally and internationally, to inspire and share in positive change.
- moving ambitiously towards carbon neutrality and enhancing biodiversity across our estate.
- aiming for a STARS Platinum Award in recognition of our sustainability impact across these domains.

Global Engagement

We will secure our position in the world through the development of a strategic internationalisation plan that strengthens our global profile and underpins our research and education ambitions by:

- growing and diversifying our **international student and staff recruitment** within an enabling environment that enriches our university community, attracts talent to our city and region, and supports our strategic priorities.
- widening opportunities for **international mobility**, both physical and virtual, and supporting **global employability** for our students.
- building our network of **strategic partnerships** in key regions around the globe and engaging ever more deeply through the Coimbra Group and our ENLIGHT European University Alliance.



Building for the *Future*

In a landmark development for our university and city, we are building a **new Library and Learning Commons** at the heart of our campus. This purpose-built facility will transform student, staff and public engagement in our learning resources, technologies and academic skills. After 175 years of university education in Galway, it marks an exciting new chapter in how we engage with knowledge and discovery.

This flagship building will be located beside the city's Quincentennial Bridge and it will act as a beacon of learning for our university city. It is designed to be an inspirational, welcoming, high-tech space of learning and creativity that brings diverse people and disciplines together. We look forward to it becoming a vibrant scholarly and social space for Galway.





In 2023, we added 674 new beds to our on-campus accommodation with the completion of Dunlin Village in the North Campus

Over the lifetime of this strategic plan, we will also:

- Deliver a brand **new Medical School building** and facilitate the establishment of our new School of Pharmacy and Medical Sciences and new medical programmes.
- Invest in **critical digital infrastructure**, including the Student Digital Pathways and Research Process Improvement programmes, enhanced Data warehousing, and our new Research Information Management System.
- Advance with partners our plans for major developments for a **new Law School building** and to address **Science capital requirements** with upgrades to our laboratories and Science infrastructure.
- Evolve an ambitious **campus masterplan** along with partners that prioritises new infrastructure for sports and physical wellbeing, our research and teaching environments, sustainability, Irish language and culture, and our public realm.
- Complete the refurbishment of a new home for the **UrbanLab on Nuns' Island**, which represents the first step in reactivating this historical urban quarter linking the University and city.
- Complete the refurbishment of our **Corrib Village on-campus accommodation** to make it significantly more energy efficient and comfortable for our students.

These capital projects will transform existing buildings and brown-field sites, improving energy efficiency and sustainability across campus.



Priority Initiatives

To invest in strong foundations for our core activities of research and teaching, to ensure we effectively implement our strategic priorities, and to make tangible the positive change that our community and stakeholders can expect to engage in, contribute to and benefit from, we will invest in a number of Priority Initiatives that are resourced, output-oriented and time-bound:

- **Future Talent Programme:** We will invest to attract new talent in research, teaching and professional services to Galway, develop current staff, and grow our PhD cohort through targeted programmes that advance our strategic priorities.
- **Student Success Centre:** This dedicated unit will collaborate with Colleges and central student services to use data, student feedback and targeted interventions to drive student progression rates and support and monitor student success, health, wellbeing and transitions.
- **Student Digital Pathways:** We will complete this major digital transformation programme to improve the organisation, processes, underlying technology and data used to manage the students' journey at University of Galway – from recruitment to graduation.
- **Research Process Improvement Project:** A multi-faceted change programme that improves the research journey and experience, empowering our research community with streamlined processes and targeted supports across the research lifecycle to maximise our impact.
- **Technology-Enablement Programme:** Significant investment in our ICT operating models and the successful delivery of digital infrastructure projects will be critical to our success in the coming years.
- **Communicating Distinctiveness Project:** We will amplify our international reputation for research and education through targeted communications and engagement campaigns, including a redesigned website that demonstrates our distinction to the world.
- **Organisational Transformation Office:** This central office will bring together expertise in change management, business analysis, data analysis, project management and communications to ensure that major strategic initiatives are delivered effectively and efficiently, streamlining our systems and processes to make it easier to work in and with our university.
- **Library and Learning Commons:** A landmark new building for Galway that reimagines learning and discovery for the twenty-first century.

Measuring Success

Distinctive Research Impact

By 2035, we will be counted among the Top 200 universities globally in at least one established World University Ranking. This target demonstrates our ambition to be a highly effective organisation, recognised for our high standards of research excellence and global impact.

To achieve this ambitious target, we will focus on driving performance in the following measures:

- Publications in Top Journals
- International Research Collaboration
- Research Reputation
- Research Income
- PhD student numbers
- Innovation

This will require a step-change in our performance driven by sustained institutional focus, collective effort and targeted, resourced interventions to improve these metrics over the decade.

Education for the Future

We will be a university of choice that inspires and supports its students across their learning journey to become outstanding graduates. This target demonstrates our ambition to focus collective effort to improve student progression, academic engagement, teaching excellence, wellbeing and belonging.

To achieve this goal, we will focus on driving performance in the following measures:

- Student progression rates year on year
- Student engagement levels
- Recruitment of high-performing students
- Innovative design and delivery of programmes
- Continuing professional development of our teaching staff
- Graduate employability

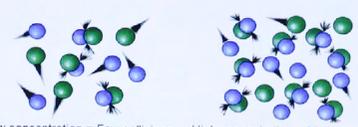
It will require meaningful student engagement and partnership, a focus on teaching excellence, enhanced student supports and targeted data-driven interventions to improve these metrics over the next five years.

Effective and Sustainable Organisation that Empowers our People

Successful delivery of our business transformation programme is fundamental to achieving our ambitions in Research and Education. Through a rigorous programme management process, we will continually monitor and report on the delivery of milestones.



Rate of reaction depends on concentration of reactants



Low concentration = Few collisions High concentration = More collisions

$\text{rate} \propto \text{concentration}$



Strategy Implementation

Together, we have set out an ambitious shared vision for our university in the coming years. Realising this ambition will require institutional focus to ensure that decision-making at all levels supports delivery and that strategic financial planning and revenue growth align with our priorities.

College Strategies & Business Planning

Our Colleges are at the heart of our vision and they are the key drivers of research and teaching excellence. Each of our four Colleges will publish their own College-level strategies identifying where and how they will contribute to us achieving our collective vision for the University. Implementation of these actions will be monitored over time through our Colleges' rolling five-year business plans, and School and Research Institute annual operational plans.

Thematic Strategies

Our Professional Services will publish a series of thematic strategies on major university activities – e.g. Academic Strategy, Research & Innovation Strategy, Internationalisation Strategy, Student Success Strategy, Sustainability Strategy – with further details on how we will achieve our stated actions.

Organisational Transformation Office

This new central office will be a key driver of strategy implementation, providing expertise, project management and oversight to ensure that major strategic initiatives are delivered effectively and efficiently for the benefit of our university community.

Robust Governance

Údarás na hOllscoile, our Governing Authority, provides overall strategic direction for the University and our governors will be updated regularly on implementation, monitoring progress on our stated priorities and actions. They are supported in this role by the work of the Standing, Strategic Planning and Governance Committee and the Finance and Resource Committee who engage deeply with strategy implementation and resourcing. This strategic plan was developed in line with our requirements under the HEA Act 2022 and we will continue to engage with the HEA on its implementation, notably through reporting on our Performance Agreement. In addition, we are committed to implementing the Public Sector Equality and Human rights Duty across all functions of our institution.

Resourcing

This strategic plan sets out an ambitious step-change in our performance, and it will require significant resourcing to ensure we can realise that ambition. We operate in a rapidly changing and increasingly volatile world and our financial planning assumptions are based on current sectoral funding and our Colleges' projections for growth. Over the lifetime of the strategy, we will invest strategic funds at University and College levels, as well as a significant capital fund, in the realisation of our priority initiatives and other strategic developments. We acknowledge the huge contribution our alumni, supporters and partners make to our university's development. In the coming years, the success of our Meitheal philanthropic campaign will be critical to realising our university community's vision.



Of Galway, For the World







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