



OLLSCOIL NA GAILLIMHE
UNIVERSITY OF GALWAY

Shared *vision*, shaped by *values*

Strategic Plan 2020–2025

2022
Halfway Report





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Introduction from the *President*

At a time of frantic change, let us pause and take a breath.

Since we launched our strategic plan in January 2020, our university community — and our world — has been buffeted by change. A global pandemic, an attempted cyberattack, war in Europe, an accommodation crisis at home, and a planet under increasing environmental stress. Some of these changes have been difficult to predict and at times they feel overwhelming. They have impacted every aspect of how we work, study and live.

However, there is a lot to be celebrated over those three years too. When we came together to articulate a shared vision for our university, shaped by four core values, we committed to over 50 flagship actions that would deliver positive change for our students, our society and our planet. Energised by that potential, we have invested effort and resources in achieving those goals. Time and time again, our university community has delivered on that promise in responsive and innovative ways.

As we mark the halfway point of our strategy for 2020–2025, this is an opportunity to take stock of all that we have achieved. And it is time for a reality check too — on how the world has changed and how we need to continue to adapt for the years ahead.

Anáil na beatha an t-athrú. Change is the breath of life.

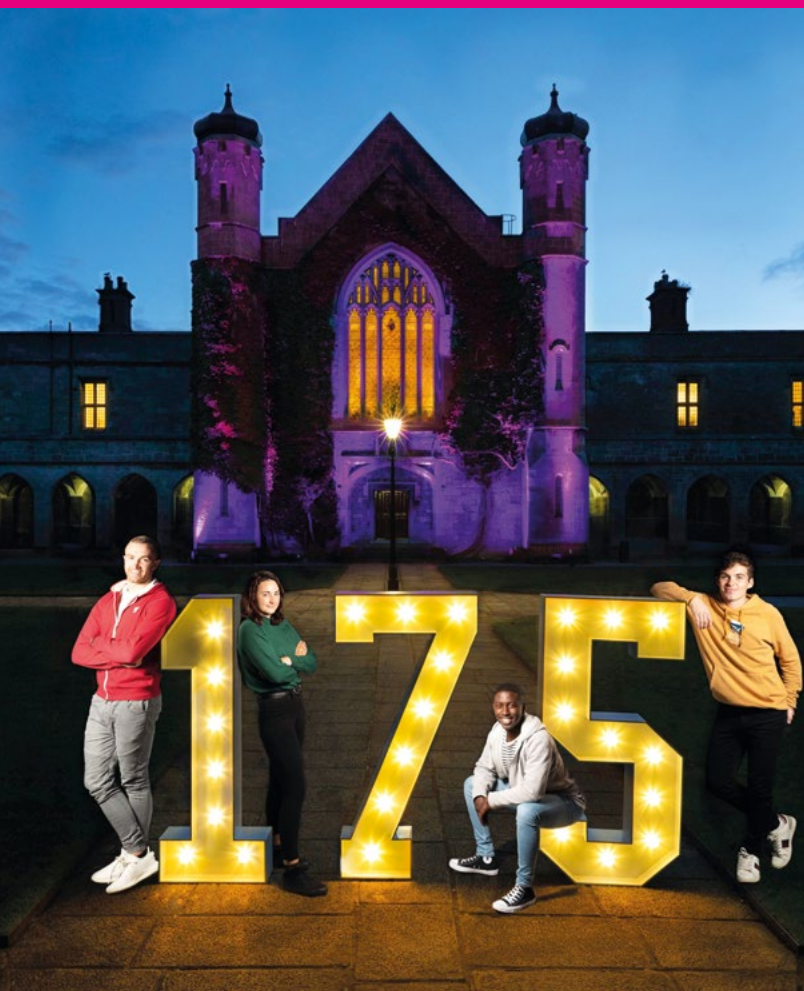
As we pause for breath and mark the halfway point in our strategic plan, let us also reaffirm those things that don't change: our mission to serve the public good, our core values of respect, openness, sustainability and excellence, and our shared commitment to work with — and for — each other to face the many more changes to come.

A handwritten signature in black ink, reading 'Ciarán -'.

Professor Ciarán Ó hÓgartaigh
University of Galway President

University of Galway at a glance

Our university has been inspiring minds since 1845.



PEOPLE



Over 19,000
students from
122 countries

96%
of graduates in
employment or
further study

110,000
alumni worldwide

9
Athena SWAN
School Awards

PLANET

Top 50
in THE Impact
Rankings for
our progress
on the SDGs

Over 50%
reduction in
energy usage
since 2006

5th
in the World
for our impact
on SDG 12:
Responsible
Consumption
and Production



11
Green
Lab-certified
laboratories

IMPACT



Top 2%
of universities
in the world



€71 million
annual research
spend in 2022

9
new spin-out
companies
since 2020

Research
collaborations
with **4,218**
institutions in
136 countries

How has our world *changed* since January 2020?

'There are decades where nothing happens, and there are weeks where decades happen.'¹ Two such weeks occurred in the short time since we launched our strategic plan:

- Week of 11 March 2020: The World Health Organisation declared a global pandemic and our campus closed abruptly, as COVID-19 forced us to adapt how we teach, research and work
- Week of 24 February 2022: Russia launched a full-scale invasion of Ukraine, the EU started to roll out sanctions in response, and tens of thousands of refugees began fleeing to the EU

These two world-changing events disrupted our work in profound ways and on different levels. They have forced us as a university community to respond and innovate.

These represent the biggest global events in recent years, but many other factors and trends continue to impact our work at both global and local levels. Since we launched our strategy in 2020, our university faced an attempted cyberattack, our city and country has had to contend with a growing housing crisis, the Irish Higher Education sector had its biggest reform since the 1990s, the global market for talent intensified, and all the while the concerns and impacts of climate change have become alarmingly obvious.

While our values remain constant, our strategy must adapt to these changes. Our continued success and relevance is dependent upon it. This requires innovation and agility, a diversity of insights, and respect for evidence and expertise.

There are decades where nothing happens, and there are weeks where decades happen.¹

¹ Quote attributed to Soviet leader Vladimir Lenin.

Some of the biggest changes impacting our present and future can be summarised as follows:

Newly Emerged		Ongoing / Evolved	
Local	Global	Local	Global
Changing HE Landscape in Ireland and EU	COVID-19	Accommodation crisis	Global market for talent
	Geo-political insecurity	Data protection and Cybersecurity	Climate Change
	Energy Inflation/ Cost of Living		Challenge-based Research



COVID-19

Challenge

Clearly the most disruptive external influence on our university in recent years has been the COVID-19 global pandemic and its aftermath. Its impact was felt most strongly in our levels of student engagement, international student and staff mobility, and our ability to carry out site-specific work and research. Thanks to international scientific collaboration, national public health policy and local community response, the risk of serious illness has abated and over time we have returned to in-person teaching, research and work, albeit in a more hybrid context.

The pandemic, coupled with the attempted cyberattack (see below), disrupted our internationalisation efforts in two distinct areas of the strategic plan: to diversify our university community through international student and staff recruitment (Flagship Action: AP05) and increase student and staff opportunities for international mobility (Flagship Action: AP11). The pandemic impacted what have been our four primary locations for recruiting international students — EU, India, China and USA — in different ways and at different times, and we can expect it will continue to do so. However,

inbound international recruitment, in particular from EU and USA, has generally recovered to at least pre-COVID numbers and is likely to exceed them.

Opportunity

Looking ahead, our research community can make a significant impact in a post-pandemic world. Already the EU-funded PANDEM-2 research project coordinated by Professor Máire Connolly has brought together a coalition of researchers, industry and policy-makers to prepare for future pandemics. Moreover, as the pandemic made clear, we are uniquely well positioned to build upon our strong partnerships with medtech companies here in Galway and around the world to maximise our potential for leading research, innovation and impact in this area.

Our strategic response

- **AP05 International Diversity:** Our university has invested in the Global Galway Project under the leadership of Vice President: International, Professor Becky Whay. The expanded Global Galway team has launched their Recruitment and Mobility work streams and the recently appointed Market Data and Insight Manager is

assisting with these efforts. While the core strategic ambition to diversify our international student recruitment markets remains, it is made all the more significant by the COVID-19 pandemic and recent geopolitical instability, which have demonstrated how overseas national health, travel and security policies can have significant and abrupt impacts on student mobility.

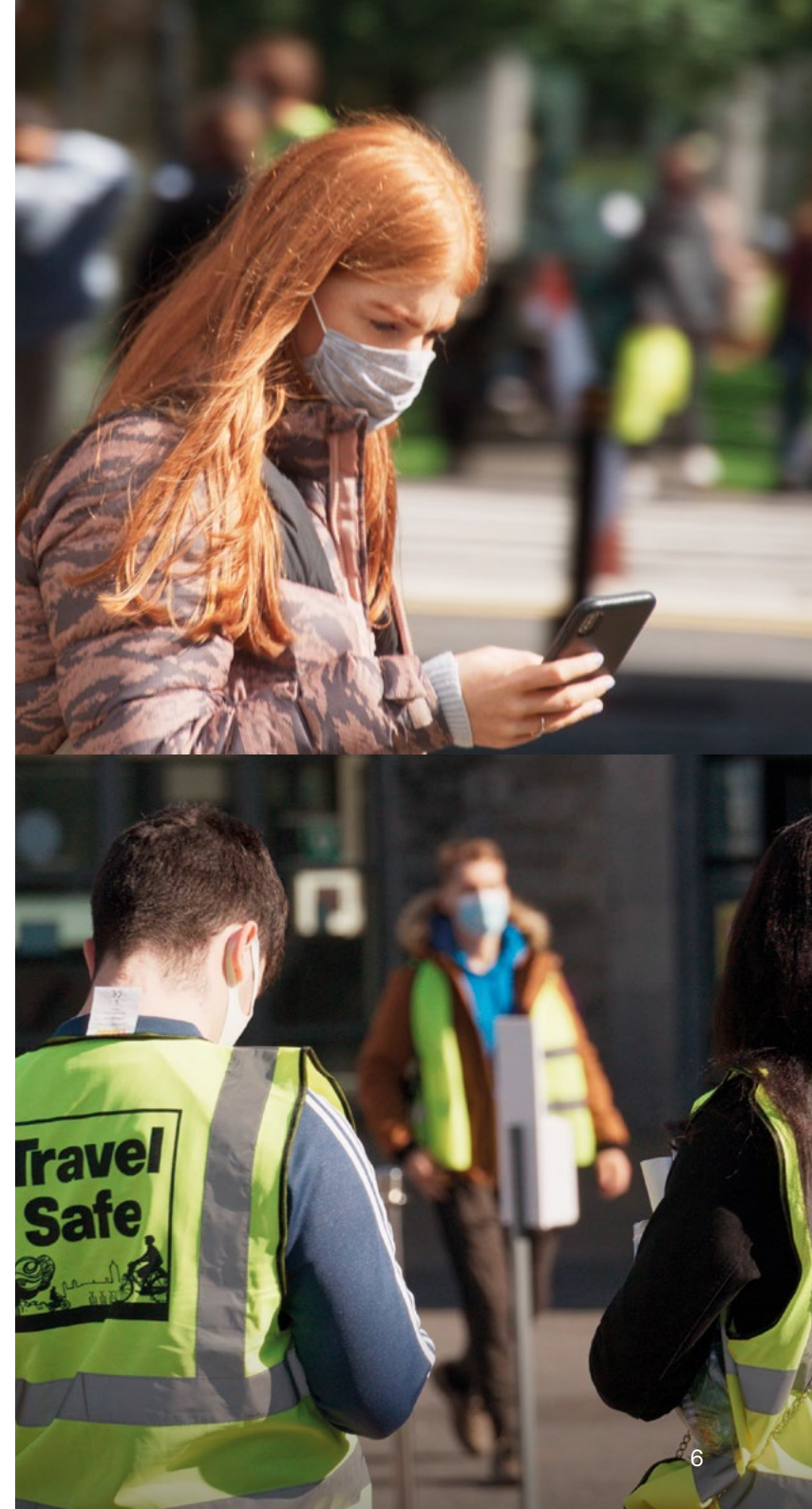
- **AP11 International Experience:** Our strategy calls for greater opportunities for students and staff to broaden their horizons and gain diverse international experience. There has been a shift in recent years, intensified in a post-pandemic context, to broaden the definition of student mobility to include virtual experiences and exchanges, as well as greater internationalisation of our curricula. A new Global Mobility section has been established within the Global Galway team to grow international exchanges, virtual experiences, staff mobility and funded opportunities, as well as investment in new software to support mobility opportunities led through the Student Digital Pathways project. These ambitions are supported in part by our active membership in the ENLIGHT network (Flagship Action: AP08).

- **AS18 Sustainable Technologies:**

Technologically advanced learning and work practices were highlighted as a priority in the strategic plan as part of the wider sustainability agenda. The pandemic clearly demonstrated their vital role in business continuity also. Following two academic years of rapid innovation and adaption, the University will continue to lead research, develop policies (e.g. Hybrid Working policy) and invest in technology and software (e.g. Canvas virtual learning environment) to continue to reap the benefits of hybrid work and learning. The recruitment of Learning Technologists/Multimedia Developers to support Colleges with their teaching and learning development and innovation is an important part of our Academic Strategy in this context.

- **AR09 Student Support Centre and AE02 Student Recruitment and Transition:** Research carried out at national and university levels demonstrates significant decreases in levels of student engagement during the two pandemic-disrupted academic years. Data from the Student Information Project shows increases in stress, anxiety and depression, and

a fall in students' sense of belonging. All indices of student engagement in our StudentSurvey.ie results fell in 2021 and, while they all recovered somewhat in 2022, most remain below pre-pandemic levels. These data have helped inform improvements in student communications and an expansion in mental health services in recent years. It is also informing further investment in a Plan to Enhance Student Engagement led by our Student Services team and the setting of priorities in the new Student Success Strategy. Both initiatives will help our university to respond to the challenge of increasing student engagement in a post-pandemic context.





Accommodation Crisis

Challenge

The national housing crisis is well documented. In the past decade, growth in housing supply has been outstripped by growth in population, with a resulting rise in the cost of home purchase and rent, and acute shortages in the rental market across Ireland's towns and cities. It has a disproportionate impact on our city and university. Galway is the city with the highest proportion of students (approx. 35% of the city population) and our students travel furthest to attend university compared to all other Irish universities. Furthermore, continued population growth in the city, inward migration, the popularity of Galway as a year-round tourist destination, and the rebound in tourist numbers post-pandemic place extra pressure on the rental market here.

As a university community of over 21,000 students and staff, the housing shortage impacts our work in a number of different ways. Student recruitment from outside Galway is hampered by the shortage of affordable rental accommodation in the city, with First Year and international students being particularly sensitive cohorts due to the lack of local knowledge and networks.

Student engagement is also impacted by longer commuting times and increased need for part-time work to cover rental costs. Staff recruitment is also threatened by the housing shortage locally. Moreover, the hosting of international conferences — a key element in growing our international reputation and reach — is hampered by the pressure on tourist accommodation in the city.

Opportunity

If the university succeeds in working with partners to address the shortage of student accommodation locally, this would be of considerable competitive advantage in the context of student recruitment nationally and internationally.

Our strategic response

- **AP01 Campus Development:** The University is activated through its newly established Accommodation Taskforce to address, insofar as possible, the local shortage of affordable student accommodation in Galway. In tandem with the delivery of 674 additional on-campus student beds in 2023 in the Dunlin Village development, the Taskforce has taken action in the short term to maximise the number of student

beds by engaging property owners in Galway to register houses and rooms on the university's StudentPad online portal; provide additional information to students on towns, villages and transport options outside the city; and explore with external partners all other options of maximising student beds in the university's vicinity.

Geo-political Insecurity, Energy Inflation and Cost of Living

Challenge

While the impact of Brexit, and the challenges associated with climate change and the accommodation crisis, informed our strategy development back in 2019, the prospect of war in Europe did not. The Russian invasion of Ukraine has impacted our society and our university community on both macro- and micro-levels. The University has contributed to the humanitarian effort in support of Ukrainian citizens displaced by the war and will also contribute to support Ukrainian students and scholars in line with the national effort.

From an operational perspective, we can expect a dramatic increase in energy costs with the potential for rolling power outages to have an impact on university operations in general, and our finances in particular, in the short term and, unfortunately, the resulting cost-of-living crisis will have a negative impact on student recruitment and engagement and also, potentially, on the student experience.

Opportunity

Due to our location, neutrality and EU membership, Ireland will remain a relatively safe and stable study location should geo-political insecurity worsen. If we can effectively promote these qualities, it positions us as an attractive location for international student and staff recruitment, as well as conference hosting, albeit in the context of the accommodation crisis locally.

Our strategic response

- **AP05 International Diversity:** See under 'COVID-19' above.
- **AP11 International Experience:** See under 'COVID-19' above.
- **AS06 Resource Planning and AS05 and AS21 Energy Efficiency and Outreach:** Maintaining financial sustainability within a highly volatile energy market will require prudence in our resource planning. Prioritising and scheduling university activities may be required to balance demand and mitigate the steep rise in energy costs in the context of fluctuating unit pricing. The university will work with the ESB and energy providers to conserve

energy supply. Our university community has already reduced our annual energy usage by over 50% since 2006. We will continue to invest in Solar PV panel roll-out, building upgrades and other sustainable energy campaigns and capital projects to reduce campus demand for out-sourced energy. We will also work on information campaigns within our university community to share advice and good practice in energy conservation.

- **AP03 University of Sanctuary:** The University has targeted considerable resources to support incoming Ukrainian refugees to Galway, including through the provision of short-term accommodation, information, programme places and financial aid. The development of additional pathways for refugees and scholars at risk to study and work here complements existing efforts articulated in our strategy to build on our University of Sanctuary status as a distinctive feature of our university.
- **Student Support and Financial Aid:** The University welcomed the decrease in the Student Contribution charge and the increase in the value and eligibility for the Student Grant Scheme announced in the Government's 2022 budget. We will

continue to work with our colleagues in the IUA to advocate for further student support and a sustainable model for funding higher education. Since 2020, the University has expanded our Student Hardship Fund by €900,000 and widened applicant eligibility to target students most in need. We have administered a Student Laptop Loan Scheme valued at over €1,000,000 to assist those with difficulty accessing technology due to financial circumstances. Meanwhile, through a €70,000 grant from the Strategic Fund, we have established a Central University Fund to support students with a disability who are ineligible for national funding.



Data Protection and Cybersecurity

Challenge

In September 2021, the university was subject to an attempted cyberattack, which led to significant disruption to connectivity between the campus network and the wider internet, impacting all users. While there was no evidence of any data being compromised, the essential work carried out by IT, cyber security and data protection staff and specialists to investigate the incident, establish new security measures and restore network access persisted for several months. The event followed recent high-profile hacks and ransomware attacks at other higher education institutes and at the HSE.

The growth in frequency and sophistication of cyberattacks globally, combined with the growth in on-demand access to data and information platforms, will ensure that cybersecurity remains a priority for the university and sector in the years ahead. The risk to business continuity, international collaboration and student/staff recruitment and transition remain high, and our obligations regarding data protection as part of an ever-growing regulatory landscape will necessitate careful monitoring and targeted resources.

Opportunity

While no-one welcomes the increased threat of cybersecurity, our university is relatively well positioned to respond to increased focus and funding on the issue at national and EU levels. Through existing expertise in data analytics, computer science, innovation and social sciences, we have the potential to address the issue through research and policy from multiple perspectives and through interdisciplinary research.

Our strategic response

Following the immediate investment of expertise, time and resources required to respond to the 2021 attempted cyberattack, the university continues to leverage cloud technologies and invest in upgrades to servers and data storage systems to ensure this critical infrastructure is fit-for-purpose to support our university mission. In this context, we have deployed a 24/7 Security Operations Centre, hardened our on-premises and cloud environments, and will shortly recruit additional key information security personnel. Our newly appointed Director of ICT is leading the development of the university's first Digital Strategy to articulate our priorities in the coming years. Moreover, based on

our own experience and expertise, we are engaged in information-sharing at a national level to determine ICT priorities across the university sector.

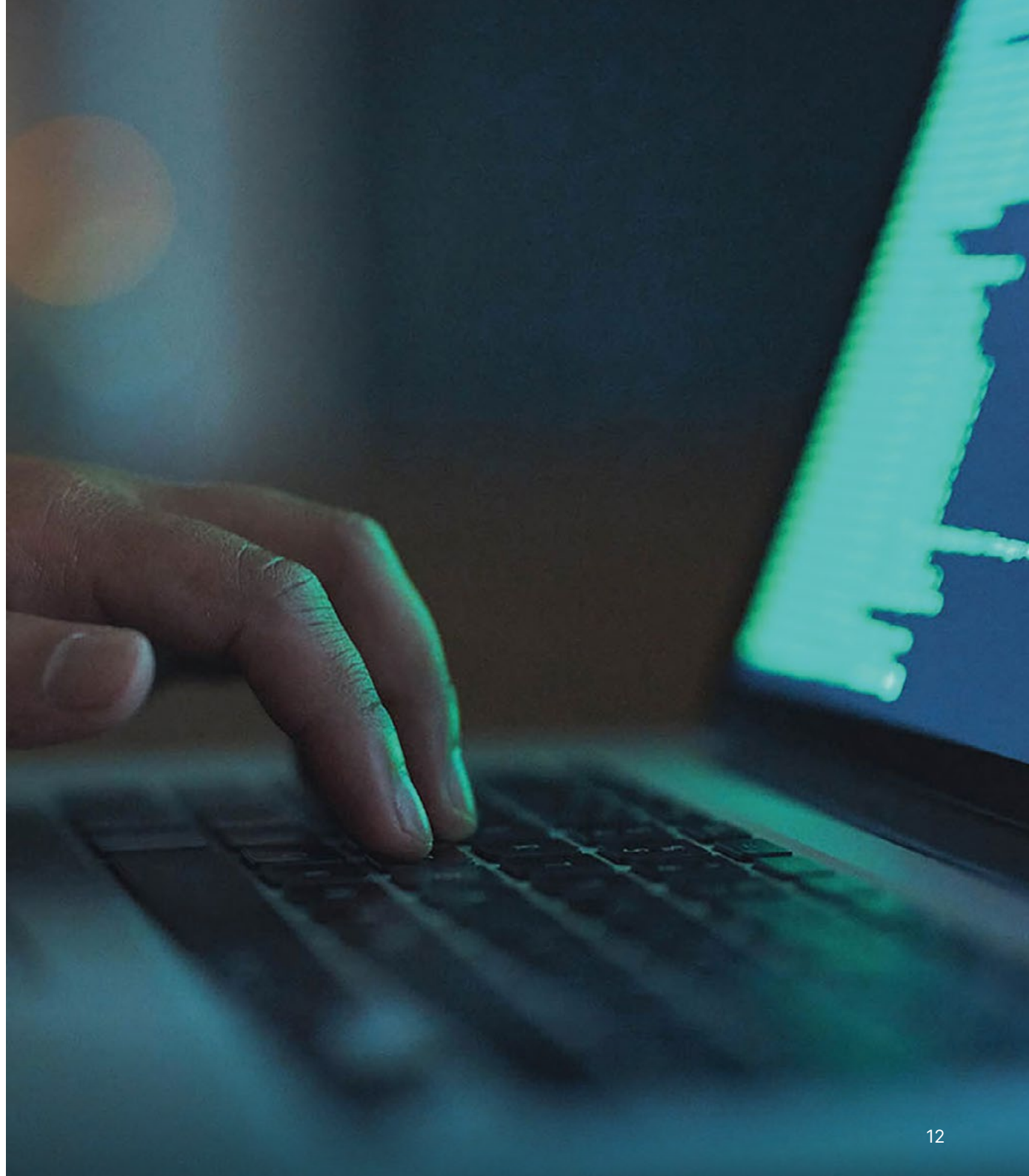
• AS18 Sustainable Technologies:

In committing to facilitating more technologically enhanced work and study practice in the university strategy in January 2020, we could not have anticipated how urgent and significant this need would be just three months later. As we return to in-person teaching and work post-COVID, we do so in a hybrid context. We must continue to build upon the positive aspects of technology-enhanced work and study and take advantage of the wide uptake of these technologies necessitated by the pandemic. One significant step in this evolution is the planned transition from Blackboard to a new virtual learning environment, Canvas, which will enhance our online learning.

• AE02 Student Recruitment and

Transition: We continue to advance the multi-million euro Student Digital Pathways programme, which will transform processes and management of student data at the

university with the implementation of a new Student Records Management System encompassing the entire student lifecycle. In 2021, we signed up to the EduCampus sectoral framework agreement awarded to DXC Technology for the design, implementation and ongoing support for the new system using Ellucian Banner 9+ technology. Following work on the high-level design of the system over the past year, staff can expect a ramp-up in engagement with the project in academic year 2022/23.



Climate Change

Challenge

The challenges facing us all from human-caused climate change are clear and present. In setting sustainability as one of our core values in 2019, our university community demonstrated our determination to lead the way to a more sustainable future. Since then, the urgency of climate change has become ever more obvious. A landmark report from the Intergovernmental Panel on Climate Change in 2022 expressed in sobering terms the urgent need to dramatically reduce carbon emissions worldwide in order to slow down anticipated further rises in global temperatures. As a community of over 21,000 students and staff, we must adapt how we live and work to meet and exceed targets in energy efficiency, enhance our biodiversity and reduce our waste.

Opportunity

Our research community has been contributing data and expertise to global research on climate change for decades, including through data from the Mace Head Atmospheric Research Station and computer modelling from ICHEC. In 2022, an evidence-based assessment of our impact

in progressing the UN Sustainable Development Goals placed us at number 47 in the world and first in Ireland according to the Times Higher Education Impact rankings.

As climate change continues to be the issue of our age, we have the opportunity to engage our university community further through research, teaching and learning, and community engagement and grow our reputation as a leader in the transition to a sustainable future. Building on this reputation — enhanced further through partnership with sustainability leaders internationally — will be increasingly important given the strong pivot towards environment and climate in EU research funding in the context of the European Green Deal.

Our strategic response

From the beginning, our strategic plan has put the value of sustainability at the heart of our mission, as articulated through 21 distinct Flagship Actions. Our university community has responded to this call in extraordinary ways. In recent months, the following Flagship Actions have taken on particular impetus as we evolve our approach to addressing the urgency of sustainability.

- **AS03, AS09 Sustainability in the Curriculum:** By aligning our modules with their associated SDGs and by broadening access to transdisciplinary elective modules in sustainability, we are making sustainability an increasingly distinctive element of studying at our university.
- **AS05, AS21 Energy Efficiency and Outreach:** Our university has demonstrated extraordinary commitment to reducing our energy usage, with an over 50% annual reduction compared to 2006. The continued expansion of Solar PV panels across the campus and the multi-million euro GEOFIT Ground Source Heat Pump Project outside the Engineering Building will not only reduce energy costs in the long term but also position our university as a learning site for students, researchers and other organisations.
- **AS19 SDG Research:** In 2021, our Vice President for Research and Innovation launched the university's Global Challenges programme, a €5 million targeted research initiative to tackle six of the world's most pressing issues. Three of these fields are directly

related to the causes and impacts of climate change — Decarbonisation, Food Security, and Ocean and Coastal Health — and the first awarded project is in the area of sustainable tidal energy. The investments will contribute further to our impact, distinctiveness and reputation in addressing the environmental challenges of our time.

- **AS15, AS16, AS17 Sustainable Consumption and Travel:** In 2022, we were ranked fifth in the world for our progress towards SDG 12: Responsible Consumption and Production in the Times Higher Education Impact ranking. Building on sustained efforts across the campus over many years, the Community and University Sustainability Partnership (CUSP) is now focused on embedding sustainability in procurement practices across the university.





Global Market for Talent, Changing HE Landscape

Challenge

The global market for talent has become increasingly competitive in recent years, intensified by greater staff mobility coupled with expectations of more flexible working arrangements. In Ireland, the higher education sector has gone through a significant period of change with the consolidation of twelve Institutes of Technology into five new Technological Universities. In Europe, meanwhile, the advent of EU-funded university networks is accelerating deeper international university collaboration in teaching and research.

Every university is competing for their share of students, staff, funding and attention. Competing in a crowded higher education market requires us to demonstrate our distinctiveness while further enhancing our global reputation. Nationally we must sustain our position among the four most research-intense universities in the country. Locally, we must continue to show and grow our commitment to regional development. At a university level, we will need to continue to invest in our research ecosystem — informed by our research community's needs — in order to

attract, support, maintain and develop high-performing researchers from Ireland and abroad in a highly competitive market.

Opportunity

The University's renaming and rebranding as Ollscoil na Gaillimhe — University of Galway provides a unique opportunity to showcase our distinctive impact in the world, connect with audiences and grow our reputation.

Our strategic response

- **AE13 Showcasing our Impact:** The University's new name and brand was successfully launched in September 2022, and the phased roll-out of branding, signage, merchandise and marketing materials will continue into 2023. Meanwhile, our investment in digital publishing platforms — both in-house and with partners — is helping to tell the story of our impact in more engaging ways.
- **AP12 Regional Enterprise:** Since the launch of our strategy, a number of high profile initiatives are helping us to bolster our impact in and for our region. Our leading role in the West Regional Enterprise Plan, our

Atlantic Innovation Corridor project in partnership with Ulster University, and our growing partnership with the Western Development Commission and Údarás na Gaeltachta will deliver tangible benefits across the West and Northwest.

- **AE08 Research Support:** Recent investments in expanding Research Accounting support, the Research and Innovation Legal, Contracts and Grant Registration team, and HR Research Support have gone some way to addressing challenges articulated by our research community. We must remain engaged with this community to ensure that we are responsive to gaps and needs to continue to attract and maintain research talent. Meanwhile, we are responding to the EU Agreement on Reforming Research Assessment through sectoral dialogue on new ways of assessing research that balance quality and impact with researcher development.

Challenge-based Research

Challenge

In recent years the research funding landscape has evolved considerably to focus more resources on mission-oriented research and specific global challenges. Our main research funders and agencies have called on universities to respond to the world's most critical problems through targeted research, innovation and investment. To remain competitive and relevant, we must be able to demonstrate our potential for significant societal impact through bold and inspirational research initiatives that are ambitious and at scale. Moreover, our approach to research and innovation must be cross-disciplinary and cross-sectoral in order to achieve and demonstrate real impact. The challenge-based approach demands that we maintain the highest aspirations and standards for research while being involved in rich and deep partnerships with service and product users, policy makers, industry, and civil society organisations to maximise economic, social and environmental impact.

The biggest catalyst for the shift to challenge-based research was the launch of the EU's €95.5 billion Horizon Europe research funding programme in

2021. Over 50% of the fund is committed to its Global Challenges pillar, aimed at supporting research relating to clusters of societal challenges in the areas of health, culture, security, digitalisation, climate, food and environment. Within these clusters are specific missions related to cancer, climate change, sustainable cities, healthy oceans and soil health.

To take on these radical questions, we need to reinvest in our rich and deep research capacity, supporting distributed research leadership at scale. Data suggest we have ground to make up in this regard when benchmarked against others in the sector and in comparable institutions overseas, and it will take effort, investment and engagement with research leaders across the University to reorientate our approach to prioritising opportunities for research in this context.

Opportunity

A mission focus inspires us to create innovative platforms for research with impact. The best researchers want to work in universities that will support ambitious approaches to serious problems. This strategic focus injects urgency into collaborations on societal

challenges in our research community's areas of strength. In consequence, we stand to benefit from greater research funding, international collaboration and industry partnership.

Moreover, this approach to targeting our research expertise at named global challenges can help us enhance our public engagement, prove our societal impact and demonstrate our positive role in and for our region. This is framed more broadly in the context of the United Nations' Sustainable Development Goals, which are already increasingly embedded within the University's research and academic strategies.

Our strategic response

Launched in 2021, our Research and Innovation Strategy supports a reorientation of our research system in response to the shift towards mission-oriented research in two distinct ways:

- **Global Challenges:** One priority of the strategy is to identify areas with the ambition and the genuine transformative potential to achieve truly international research recognition in areas of institutional strength,

particularly where we have external stakeholders. The strategy pledges to invest in those areas through our Institutes and Centres. Specifically the strategy was accompanied by the launch of a new €5 million Global Challenges fund to support engaged multidisciplinary research in six targeted areas: Antimicrobial Resistance; Decarbonisation; Democracy; Food Security; Human-centred Data; and Ocean and Coastal Health. The first award was made in 2022 to fund the TIDAL-GES project that will advance research and innovation in tidal energy while also enhancing the health and resilience of coastal communities, wildlife and environment.

- **AE07 Research Institutes:** We are committed to ensuring the continued impact and high standards of our research by re-invigorating our Research Institutes. Already, governance and management structures have been improved, and work is ongoing in establishing a more sustainable funding model. Following consultation with internal and external stakeholders, the University is advancing plans to establish two new cross-College Research Institutes in

Medical Technologies and Advanced Therapeutics Discovery and in Innovative Translational Clinical Trials. These institutes would bring together significant research expertise and resources, and enhance our impact and reputation as a global leader in both areas.

- **AE13 Showcasing our Impact (continued):** The strategy also prioritises the development of specific targets for research impact and building the stakeholder relationships necessary for sustained impact. The appointment of a Research Impact Officer is helping us to reframe impact in this context and a programme of activity to support impact case study reporting is underway. Meanwhile, the University is actively engaged with the Irish higher education sector on developing new ways of assessing research that balance quality and impact with researcher development in the context of the EU Agreement on Reforming Research Assessment.





Our *values-led* approach

Respect, Openness, Sustainability, Excellence

In 2019, our university community, governors and external stakeholders debated and defined four core values to drive our success. Together, we then articulated a shared strategy based on these four values, defining priorities and actions that would make ours a more Respectful, Open, Sustainable and Excellent University of Galway.

The four values have helped us to engage in dialogue about what our priorities should be, and they have guided our decision-making when investing effort and resources in progressing those priorities. They have informed the types of partnerships we engage in, the way we report on strategy implementation, and, in a very practical sense, they have acted as a yardstick by which we measure the potential positive impact of applications to our Strategic Fund.

Of course, the four values don't operate in isolation, nor should they. In being respectful, we are open to the perspectives of others. In being open, we are informed by excellence achieved elsewhere. In prioritising sustainability,

we are respectful of the world around us and mindful of the unique role we can play in inspiring others through our excellence. In striving for excellence, we respect the expectations and demands that others have of us as part of our mission to serve the public good.

You will see references to our four values throughout this report, in the way we structure our Balanced Scorecard, in the strategic initiatives we have resourced, and in the Flagship Actions that are being progressed by colleagues right across the university. In these ways, we hope to demonstrate our four values in action in tangible and impactful ways.



People
Teaching and Research
Impact and Reputation



A Culture of Respect
Equality and Diversity
Health and Wellbeing

Respect

Excellence

Our values

Sustainability

Openness

Access and Inclusion
Collaboration and Partnerships



Living positive change on campus
Leading positive change beyond our university



Meitheal: Drawing on our University Community and Beyond

This strategy was developed through sustained and meaningful dialogue with our communities, inside and outside the University. Achieving our goals requires continued engagement — and often targeted engagement on specific issues — to ensure we deliver on this shared vision. Through our *meitheal* approach to partnership, and with our values of respect and openness to the fore, we have established or enhanced forums for engagement with our distinct communities as a means of building trust, transparency and co-operation in decision-making in our University.

Students: *meitheal scoláirí*

Student consultation is embedded right across the university's mission, most notably through Students' Union representation on Údarás na hOllscoile, Academic Council and other senior university committees and forums. Students are regularly surveyed on their experience in the University, and the University President frequently attends Students' Union Council meetings to hear directly from class representatives on issues of concern.

- **Galway100:** In 2022, Student Services established the Galway100 student panel to further enhance engagement with students on issues of importance. This panel of 100 current students is invited to participate in surveys, workshops and focus groups to embed student perspectives and priorities into the design and roll-out of university campaigns and initiatives. Members

are drawn from across the Colleges, with particular attention paid to gender balance and representation from under-represented or minority groups and students with particular needs. Students are paid for their participation.

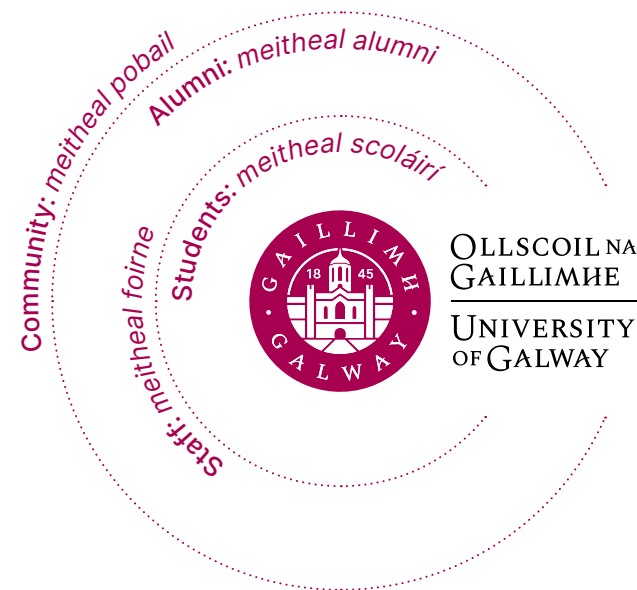
Staff: *meitheal foirne*

Of all the groups engaged in the development of the strategy, our staff were the most active, and the success of most Flagship Actions depends upon the colleagues who lead, contribute or engage with them.

- **Staff Advisory Group:** Members of the Staff Development Group, which was centrally involved in the development and drafting of the strategic plan in 2019, agreed in 2020 to continue to advise on the strategy implementation under a new group name and in a less formal capacity. Members were

nominated by UMT members and Research Institute Directors and they are broadly representative of the University's diverse mission. They have proven to be a very effective forum in identifying perceived gaps in strategy implementation.

- **Strategic Fund:** An annual call for submissions to the Strategic Fund is made to staff via their UMT representatives. In this way, colleagues with impactful and innovative ways to deliver on Flagship Actions in the strategic plan can seek resources to support those efforts.
- **All-Staff Meetings:** These have evolved since the launch of the strategic plan to include panel discussions on areas of strategic importance. In this way, we can highlight and discuss areas of change from multiple perspectives.



Alumni: *meitheal* alumni

In tandem with our philanthropic campaign, the Office of the Vice-President: Engagement is working to achieve a significant increase in alumni engagement and participation in the coming years, as measured by event attendance and volunteering. This compliments ongoing work to expand alumni representation on University, College and Programme Boards, to recognise alumni achievements through our redeveloped *Cois Coiribe* digital publishing platform, and to extend our Alumni Awards programme.

Community: *meitheal* pobail

We know that our continued success is dependent upon our capacity to collaborate and partner with others to achieve impact at scale. Meanwhile, our mission to serve the public good is best fulfilled through engagement with the needs of those around us. Guided by our value of openness, our University is committed to engaging openly with communities, organisations and networks on multiple levels for mutual benefit.

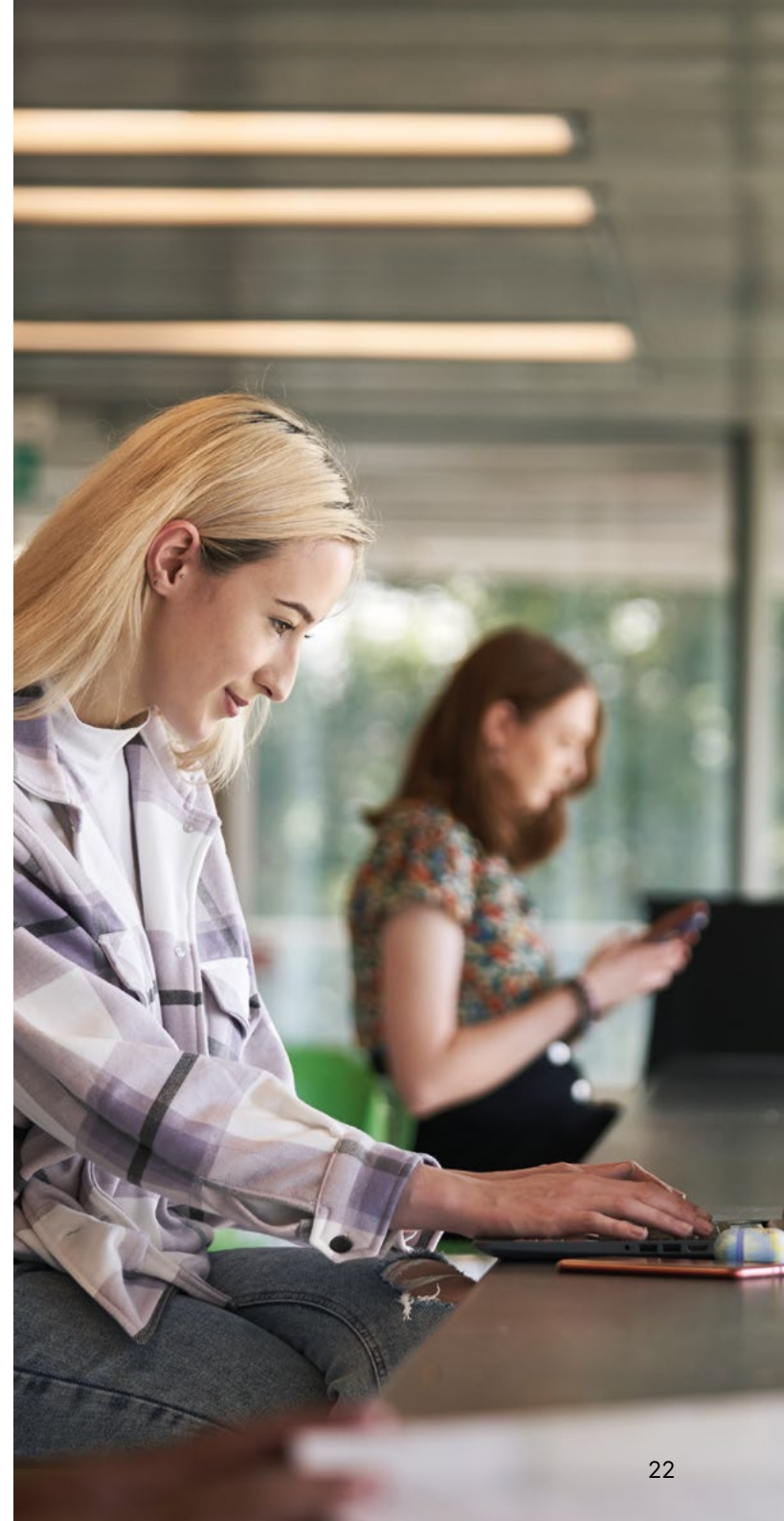
- **Community Liaison:** Our local community are important stakeholders and partners as we engage in developing our university campus and responding to societal challenges. Our Buildings and Estates team regularly engages with neighbours on our campus master planning, and our Student Services team has been engaging with local homeowners to expand student accommodation offers.

- **Strategic Partnerships:** Through structured partnership agreements, our university articulates areas of strategic engagement and targeted outcomes with external partners from industry, education, research, culture, sport and the charity sector. One notable example in recent years is the five-year strategic partnership with Connacht GAA, which is enhancing community outreach and sports performance and participation across our region.

- **Public Engagement:** Our University has been leading the sector in embedding Public-Patient Involvement in our medical research. This work is set in the broader context of public engagement with our research, notably through our school and community outreach programmes.

- **Regional Development:** Through our leadership in the new Atlantic Innovation Corridor project, our engagement in the West Regional Enterprise Plan and our Academic-Industry Meeting Days, and in partnership with organisations such as the Western Development Commission and Údarás na Gaeltachta, we are actively engaged in the economic and social development of our region on multiple levels.

- **ENLIGHT:** Since the ENLIGHT network was launched in 2020, we have been engaging on multiple levels and in meaningful ways with eight EU university partners. Actions to date include new student mobility programmes, shared modules, transnational research forums, and collaboration on research funding applications.



Governance and Transparency

Strategy Implementation is embedded into the University's governance framework at a number of levels, which include both consultation and formal reporting mechanisms.

Ongoing Consultation

- **UMT:** The Director of Strategy Implementation attends University Management Team meetings, which facilitates discussions on strategy implementation and the timely reporting of milestones. The UMT is consulted on Thematic and College strategy development and plays a role in approving drafts for wider consultation.
- **Strategy Advisory Group:** After the launch of the strategic plan, the internal Strategy Development Group agreed to continue in an advisory role, albeit in a more informal capacity, meeting approximately twice per year. The group comprises 25 members nominated by UMT members and Directors of Research Institutes, as well as the Students' Union President. Group meetings are chaired by the University President and offer a space for open discussion, gathering inputs from across the university community and identifying perceived gaps in strategy implementation from multiple perspectives.

Formal Reporting

- **STR and Údarás na hOllscoile:** The Standing and Strategic Planning Committee (STR) is the committee that

is charged with monitoring the overall implementation of the Strategic Plan on behalf of Údarás na hOllscoile, reporting to the Údarás at every meeting. The Director of Strategy Implementation attends each STR meeting, and most Údarás meetings, to report on major strategic initiatives and KPIs, to seek feedback from our governors on perceived gaps, and to respond to governors' questions. Discussions frequently lead to follow-up presentations or briefing notes at subsequent meetings.

- **FRC, ARC and EDI:** STR liaises with and receives reports from other Údarás Committees on the implementation of the Plan, to ensure coherence. The Finance and Resource Committee (FRC) approves major strategic investments, the Audit and Risk Committee (ARC) advises on significant risks to achieving strategic goals, and the Equality, Diversity and Inclusion Committee (EDI) assesses the potential impacts of strategic decisions on our university community. Through engagement at Committee and Údarás meetings, our governors take a holistic view of the implementation of the strategy from multiple perspectives.
- **Academic Council:** Academic Council meetings have a standing item giving an Update on Strategy Implementation. The Director of Strategy Implementation attends each meeting to report on major strategic initiatives and KPIs, to seek feedback from our academic community on perceived gaps, and to respond to members' questions. It is an important forum through which to

gauge and encourage ongoing engagement in the strategy and its implementation from multiple perspectives within our academic community.

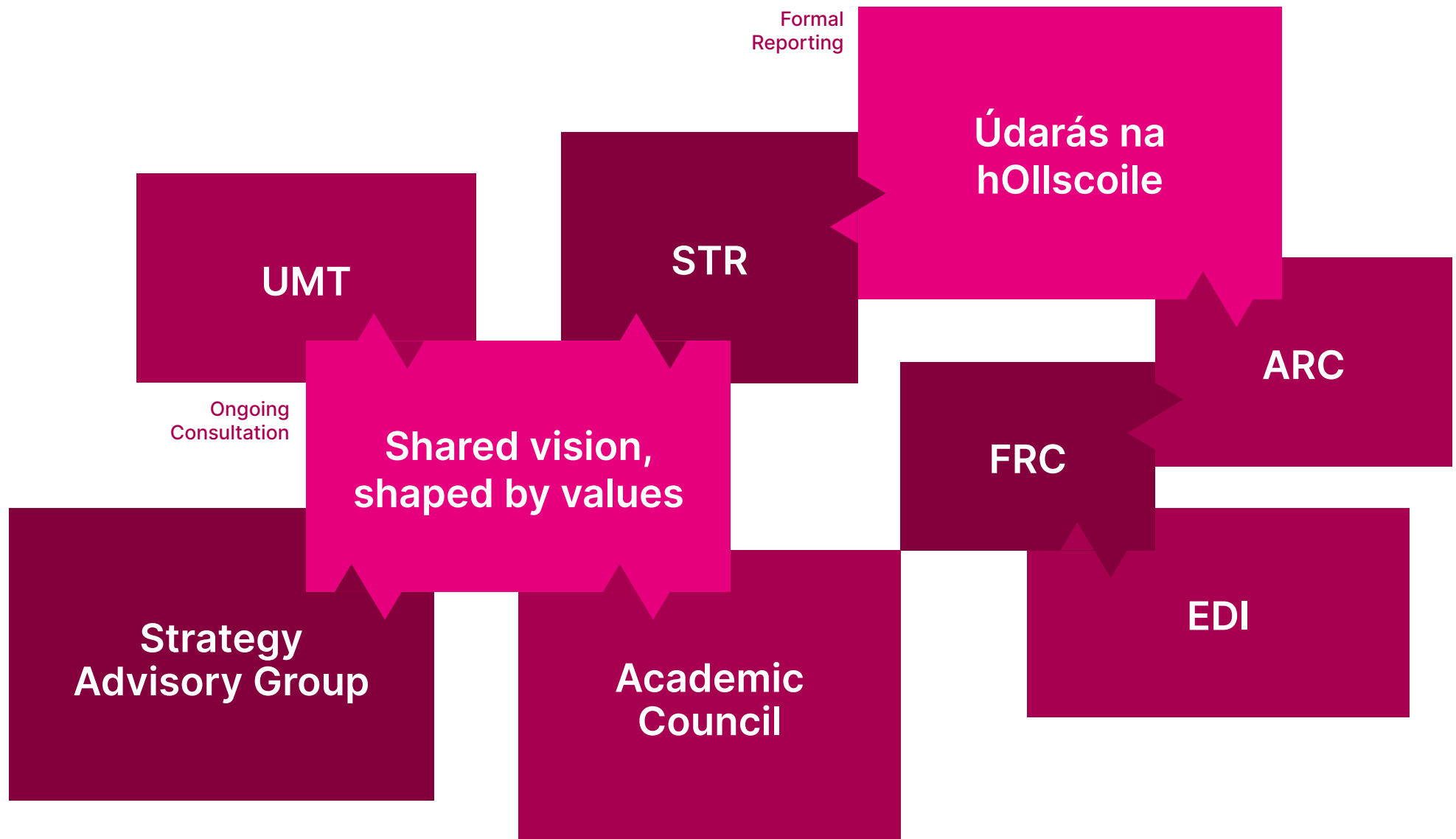
Spotlight on Governance: 'The Kube' — our new user-friendly governance hub

A new online resource has been developed to bring together useful information on our governance structures and processes and to support good governance across the University.

The University's Governance Hub brings together information about how we are governed, how decisions on key issues are made and the core obligations we have as a publicly-funded Irish university to report to key Government bodies. It was developed by the Office of the Secretary for Governance and Academic Affairs in consultation with colleagues in units across the University. Essentially, it is a source of information and guidance on who we are, what we do and how we do it.

It includes an organisational chart explaining university structures, roles and responsibilities and a library of key governance processes. It also includes information on key internal governance documents and on the legislation which governs Universities in Ireland and the Code of Governance for Irish Universities 2019.

Take a look in the Kube at:
www.universityofgalway.ie/governance/the-kube-the-governance-hub

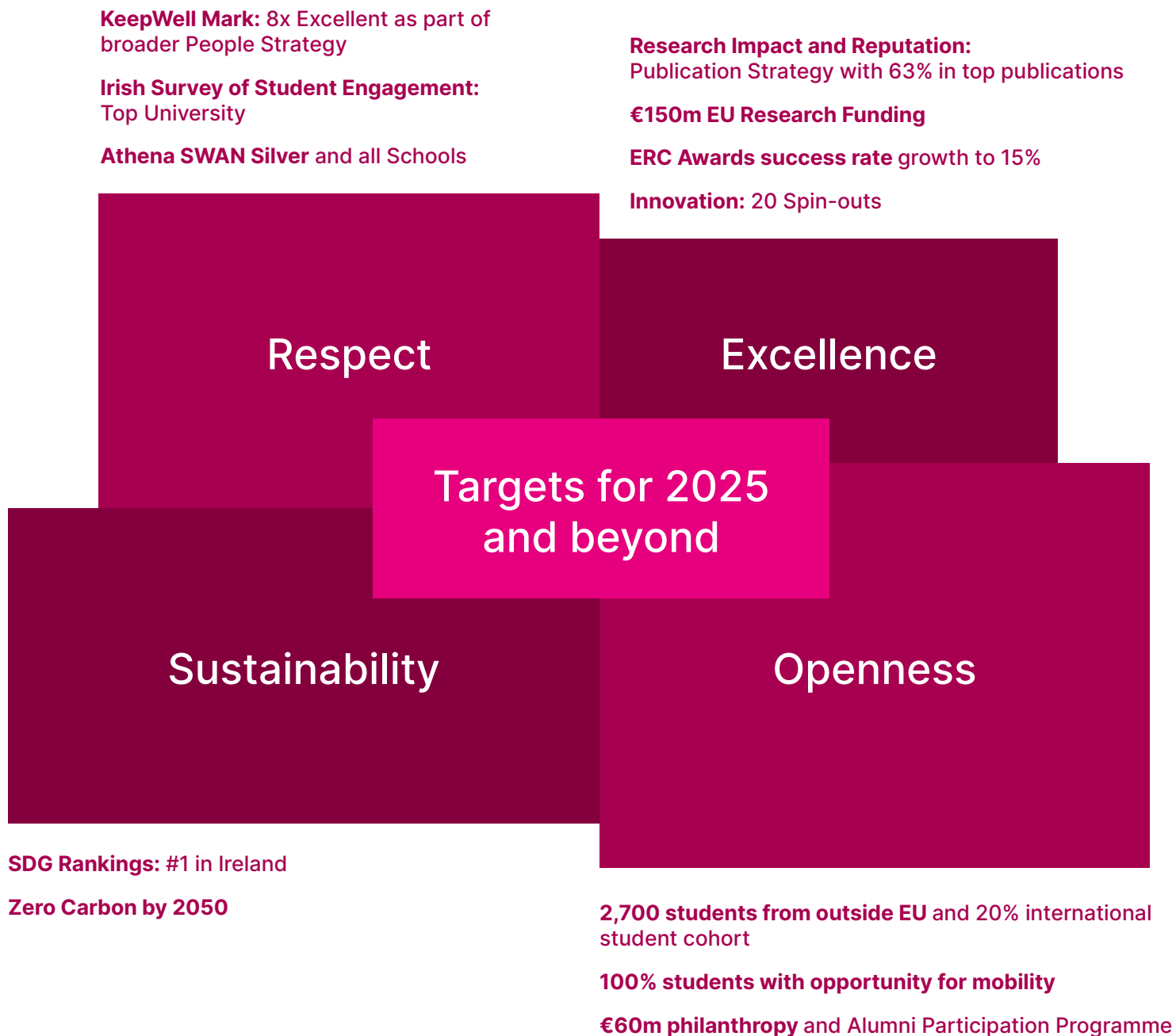




Measuring *impact*

Our Balanced Scorecard

Following consultation with our Strategy Advisory Group, University Management Team, Academic Council and Údarás na hOllscoile, we have established a 'Balanced Scorecard' of 21 performance indicators grouped by our core values. Together they indicate at a high level the impact of the collective work, advances and initiatives at a local level across Colleges and Units. Within these areas of focus, we have identified 12 ambitious targets across the four values, as shown below.



Respectful University of Galway

Employee Wellbeing	2019	2020	2021	2022	2025 Target
KeepWell Mark overall score	–	–	7/1/0	–	0/0/8

Student Engagement (StudentSurvey.ie)	2018/19	2019/20	2020/21	2021/22	2025 Target
Overall evaluation	83.4%	82.1%	65.7%	73.9%	Top University
Supportive Environment index	30.07	28.78	22.47	27.7	Top University
Position among universities	4/7	5/7	6/7	7/7	Top University

Athena SWAN	2018/19	2019/20	2020/21	2021/22	2025 Target
Level of Institutional Award	Bronze	Bronze	Bronze	Bronze	University Silver
School Awards (of all colours)	1	3	8	9	18 Awards

Open University of Galway

Access	2018/19	2019/20	2020/21	2021/22
% of students from under-represented groups	22%	23%	23.7%	24.7%

International Diversity	2018/19	2019/20	2020/21	2021/22	2025 Target
% international students	20.8%	17.2%	13.9%	16%	20%
# FTEs from outside EU	1,310	1,463	1,274	1,455	2,700
% UG students with opportunity for international mobility	–	–	–	92%	100%
% UG students availing of above	–	16%	–	20%	
% international academic staff FTEs	–	19.5%	19.9%	19.5%	

International Research Collaboration	2019	2020	2021	2022
% papers co-authored internationally on Scopus/SciVal	60.5%	63%	61.4%	66.1%*

Off-campus Learning	2018/19	2019/20	2020/21	2021/22
% programmes with work-based/ community-based learning	69.8%	72.2%	72.9%	73.4%

Alumni and Friends	2018/19	2019/20	2020/21	2021/22	2021–26 Target
Philanthropic support for development, research and scholarship	€2.33M	€3.72M	€2.29M	€4.09M	€60m

* See notes on pages 35–39

Sustainable University of Galway

SDG Rankings	2018/19	2019/20	2020/21	2021/22	2025 Target
THE Impact Ranking overall score	–	68 (4/7)	82 (5/7)	47 (1/7)	Top University

Energy and Carbon	2019	2020	2021	2022	2050 Target
Tonnes of carbon dioxide emissions	–	–	53,800 tonnes CO ₂ e	–	0 tonnes CO ₂ e
% reduction in energy usage since 2006	34%	40%	54%	51.4%*	

Sustainability in Teaching	2018/19	2019/20	2020/21	2021/22
% programmes with sustainability-focused module	–	9.9%	12%	20.5%

* See notes on pages 35–39

Excellent University of Galway

Student Progression	2018/19	2019/20	2020/21	2021/22
% student completion	75.8%	77%	75.9%	–
% student progression UG Y1–Y2	83.8%	87.9%	84.1%	83.8%

Graduate Employment	2018/19	2019/20	2020/21	2021/22
% graduates in employment/further study	98%	98%	96%	–

Student Recruitment	2018/19	2019/20	2020/21	2021/22
% of all highest achieving (≥500) LC students attending University of Galway	–	10%	9%	10%
% PG students	–	23.4%	25%	25.8%

Research Citations	2014–18	2015–19	2016–20	2017–21
5 year Field-Weighted Citation Impact in SciVal	1.74	1.63	1.57	1.60*

Research Reputation	2018/19	2019/20	2020/21	2021/22	2025 Target
% of publications in Top 25% of Journals in SciVal	53.6%	54.1%	58.0%	57.4%*	63%
QS Academic Reputation positioning	398	351	321	322	

* See notes on pages 35–39

Excellent University of Galway (cont'd)

Research Funding	2018/19	2019/20	2020/21	2021/22	2021–27 Target
Funding awarded through EU programmes in 2021–2027 cycle	–	–	–	€32.36M cumulative	€150m
Total funded research activity	€70.6m	€56.8m	€70.9m	€71.3m*	

ERC Awards	2019	2020	2021	2022	2025 Target
ERC Award success rate	23.5%	10.5%	4.5%	12%	15%
# ERC Awards across strands	4	2	1	2	

Innovation	2019	2020	2021	2022	2020–25 Target
# Spin-outs established	1	4	5	–	25
# Collaborative research agreements with industry	46	46	50+	–	30% increase

* See notes on pages 35–39

KPIs

Putting our performance in context.

Employee Wellbeing

(KeepWell Mark overall score)

This is assessed and awarded by IBEC following a review of evidence, interviews with staff and an on-site visit. The University is assessed in eight categories — Leadership, Absence Management, Health and Safety, Mental Health, Smoke Free, Physical Activity, Healthy Eating and Intoxicants. Then, based on evidence of our policies, services, campaigns, supports, etc., we are awarded one of three levels of achievement — Commitment, Achievement or Excellence — on each category for easy benchmarking with other employers.

In 2021, our university made its first submission and was awarded the KeepWell Mark with a score of seven Commitment-level and one Achievement-level categories. Our target is to achieve Excellence in all eight categories by 2025. Colleagues in HR are using the detailed report on areas for improvement to inform positive changes across the University in time for our next submission in 2023. This is done in the context of the University's wider People Strategy.

Student Engagement

(StudentSurvey.ie: overall evaluation; Supportive Environment index)

Overall evaluation is the % of respondents who rated their 'entire educational experience' in the university as 'Good' or 'Excellent'.

The Supportive Environment index combines the results from eight questions regarding the levels of support available to students for learning, social interaction and wellbeing.

StudentSurvey.ie is run in all Irish higher education institutions every year and includes 65–75 engagement-related questions. Approximately 4,000 University of Galway undergraduate and (biannually) postgraduate students take part. Responses to all questions in all institutions are published in November on the StudentSurvey.ie website, enabling benchmarking between universities. Some questions are grouped together by theme to provide an index score, and the University has identified the Supportive Environment index as a particularly important one to track.

COVID-19 had a detrimental impact on Irish students' engagement, with an unprecedented drop in scores. All indices in our university fell in 2021 (some falling dramatically) and all indices recovered somewhat in 2022 (though most remain below pre-pandemic levels). The University has responded to previous survey results by improving student

communications, expanding mental health services and focusing attention on the issue of continuous assessment. The Student Success Survey will identify additional actions to make improvements on a range of student engagement factors.

Athena SWAN

(Level of Institutional Award and Number School Awards)

Athena SWAN is an accreditation scheme managed by Advance HE that recognises good practices in higher education towards the advancement of gender equality. It is awarded at institutional and individual School levels following evidence-based self-assessment, submission and a peer-review panel assessment. Based on action by School-level Self-Assessment Teams, supported by the EDICC and Office of the Vice-President for Equality, Diversity and Inclusion, the University is making steady progress towards our goal of all Schools having achieved at least a Bronze Award by 2025.

Access

(% of students from under-represented groups)

The University has had a long-standing commitment to broadening access to higher education. This metric comprises the percentage of our students who are registered through Mature Student, HEAR and DARE, Disability, FETAC and other Access pathways and services. We report our progress on expanding access

through these pathways to the HEA each year. While most of these pathways are sustaining or increasing numbers in the University, it is worth noting that HEAR numbers and Mature Student numbers dropped slightly in the University in 2022, reflecting national trends.

International Diversity
(% international students; # non-EU FTEs; % UG students with opportunity for international mobility; % UG students availing of international mobility; % international academic staff FTEs)

% international students: The share of all students from outside the island of Ireland, including GB, EU and outside EU, as provided by the Global Galway team. International recruitment from Erasmus and USA have generally recovered to at least pre-COVID numbers and are likely to exceed them. However, a downward trend in US fee-paying students that existed before COVID looks likely to persist.

student FTEs from outside EU: Number of UG, PGT, PGR international students in all years paying full outside EU fee only, as provided by Global Galway team.

% UG students with opportunity for international mobility: Measured in 2021/22 as the share of UG programmes with an opportunity for physical international mobility, e.g. year/semester abroad. As part of the Global Galway Project, and responding to opportunities afforded by virtual mobility accelerated by COVID-19, we are redefining mobility

as any cross-border or inter-institutional academic, cultural and experiential exchange and collaboration, be it physical or virtual, in consultation at a sectoral level. This requires a change in how we measure and capture data, which we hope to update shortly.

% UG students availing of international mobility: This measures the share of UG students who spend some time overseas as part of their studies.

% international academic staff FTEs: The share of staff FTEs with a 'Nationality Description' other than 'Irish' as registered on our HR Core system.

This data captures at a macro-level our progress in diversifying our university community through international recruitment and mobility. The pandemic impacted what have been our four primary locations for recruiting international students — EU, India, China and USA — in different ways and at different times according to national travel and health policies. In 2020/21, the number of Erasmus students dropped over 40% and there was a near total drop in JYA students from the USA. The attempted cyberattack in 2021 compounded the impact as it disrupted web access, updates and processes for international recruitment in the following cycle. Despite this, data indicate that international student recruitment rebounded in 2021/22. Investment in the Global Galway Project is driving our ambitions in this area.

International Research Collaboration
(% papers co-authored internationally as measured in SciVal)

This measures the share of all University of Galway-attributed publications in SciVal that had international co-authors, regardless of the total number of authors or the lead author's institution. This is a significant metric given the correlation between a publication's international co-authorship and its resulting citation score. Recent data in the University have shown that internationally co-authored publications have over twice the Field-Weighted Citation Impact of individually authored or institutionally co-authored publications, and almost twice that of nationally co-authored publications. The reported figure for 2022 was captured in October 2022 and will change.

Off-campus Learning
(% programmes with work-based/ community-based learning)

This represents the share of our undergraduate programmes in which students have the opportunity to engage in work placement or community-based learning as a structured element of their study here.

Alumni and Friends
(Philanthropic support for development, research and scholarship)

This represents the received funding (as opposed to pledged funding) from alumni, friends and supporters in support of our university activities. In September 2021, the University launched a phased five-

year philanthropic campaign with a target of €60m, supported by an expansion of the University's Development Directorate. In tandem with our philanthropic campaign, the University is working to achieve a significant increase in alumni engagement and participation as measured by event attendance and volunteering, and we are working on developing an appropriate metric to capture that activity.

Partnership (to be developed)

Partnering with external organisations and communities is a key part of our strategic plan in the context of creating a more Open University of Galway. While much effort and resources have been invested in developing and cultivating new partnerships across the University in recent years (in culture and sport, for example), we are working on an appropriate, reliable and insightful metric to measure the results.

SDG Rankings (THE Impact Ranking overall score)

This is our global ranking as measured by Times Higher Education for our impact in progressing the UN's Sustainable Development Goals. The University makes an annual submission giving evidence of our impact on a series of criteria related to each SDG. We are scored individually for each SDG we submit towards based on our related teaching, research, policies, community engagement, etc. All institutions are scored on SDG 17: Partnerships for the Goals and this is added to the institutions' three highest scoring SDGs. In 2022,

University of Galway was ranked first in Ireland. We were also ranked fifth in the world for SDG 12: Responsible Consumption and Production.

Energy and Carbon (% reduction in energy usage since 2006)

This is reported by SEAI in its annual report on energy use in the public sector. The University has seen a significant decrease following years of concerted effort to invest in producing sustainable energy (most notably through Solar PV panels on campus buildings), to renovate and upgrade older buildings, to replace inefficient technologies, and to encourage positive behaviour in the conservation of energy by campus users. The 2020/21 figure of 54% included a 7% COVID-related drop in energy use, as estimated by SEAI. We are waiting for confirmation of the COVID-related drop for the 2021/22 figure of 51.4%.

Tonnes of carbon dioxide emissions:
This figure was arrived at following extensive effort and consultation led by Professor Jamie Goggins and supported by CUSP (the Community and University Sustainable Partnership). It includes Scope 1, 2 and 3 emissions, which means that it is a full measure of greenhouse gas emissions from our own university activities, travel by staff and students to and from campus and on university business, and the greenhouse gases emitted by suppliers on our behalf. It is intended to estimate and report this figure annually.

Sustainability in Teaching (% programmes with sustainability-focused module)

This figure indicates the share of our programmes that include at least one module with a focus on sustainability/SDGs. The data are arrived at following a search of keywords associated with sustainability/SDGs within module Learning Outcomes reported in the Akari curriculum management programme.

Student Progression (% student completion; % student progression UG Y1–Y2)

Completion rates capture the share of students that have completed a programme five years after registering for that programme. Meanwhile, the student progression rate reported above captures the share of First Year undergraduate students who progress into the second year of their programme the following year. The reported figure for 2021/22 is a draft and subject to change. It is based not on the HEA returns but on registered students in Quercus as at September 2022. The attempted cyberattack in September 2021 caused major disruption to our student records system and has significantly hampered capture and reporting of both metrics. Our investment in a new student records system through the Student Digital Pathways initiative promises to make capturing, analysing and reporting data on our students' progression, transition and completion more efficient and insightful.

Graduate Employment

(% graduates in employment/further study)

These figures show the share of the previous year's University of Galway graduates who were in employment or further study according to a Graduate Outcomes Survey carried out nationally. The figure dropped slightly in 2021/22, most notably due to COVID-19 impacts. A number of sectors, including Hospitality, Health Services, Social Impact, Retail, Biopharma and SMEs, were significantly impacted by COVID lockdowns and restrictions. For context, in 2021, roughly 25% of employers reported either cancelling or planning to reduce the number of graduate hires, compared to 0% in 2022. In addition, the 2021/22 figure includes 2% of our students who indicated they were taking a year out after graduation.

Student Recruitment

(% of all high achieving (≥ 500) LC students attending University of Galway)

'High-achieving' is a subjective term and for this purpose we have chosen to define it as those students who achieve 500 or more points in their Leaving Certificate. This metric indicates the share of the total number of high-achieving Leaving Certificate students nationally who register for a programme at our university. It reflects the appeal of our programmes to CAO applicants from across Ireland, the demand for places on them, and the impact of student recruitment, outreach activities and scholarships in attracting and securing registrations.

% PG students: This represents the share of all students who are registered on Postgraduate Taught and Research programmes. We have seen a steady increase in PG students, influenced by a growth in the PG market, PG recruitment efforts supported by the Student Recruitment and Outreach team and the Global Galway Project, and a concerted effort to shorten the time it takes to assess, approve and offer places on PG programmes via the Ellucian student recruitment software.

Research Citations

(5 year Field-Weighted Citation Impact in SciVal)

The Field-Weighted Citation Impact indicates how the number of citations received by our publications compares to the average or expected number of citations based on the journal type, discipline and year of publication. It is an important national and global benchmark of research quality and impact, and data can be disaggregated by College, field of research, and down to individual researcher level. As a measure, it is not without its shortcomings, however. For example, there is a relative paucity of non-STEM data recorded by SciVal, and a small number of very highly cited publications, with hundreds of co-authors, can have a distorting impact on the overall FWCI score. Due to a lag in recording citations of recently published work, the five-year FWCI reported in each year comprises citations for all publications in that and the previous four years. Because citations can

be made years and decades after a piece of research is published, data for all years is updated regularly and the more recent the year, the less complete the FWCI data.

Research Reputation

(% of publications in Top 25% of Journals in SciVal; QS Academic Reputation positioning)

Taken with the FWCI, these measures indicate the quality and reputation of the research undertaken at our university among academics and publishers globally. Regardless of discipline, we know that research published in the top quartile of publications correlates with higher impact in terms of citations and reputation. That is why we have set a target to improve the share of our publications in the Top 25% of journals to 63% by 2025, as benchmarked internationally.

Our QS Academic Reputation score is based on a survey sent to hundreds of thousands of global academics each year where they are asked to identify the top 10 institutions from their country and top 30 institutions internationally that they think are producing the best research in their field. We report here our global position according to that score. As a qualitative metric, we cannot be certain why a respondent chooses one university over another. However, we know that we can continue to improve our score by setting targets at College level, publishing in the best

journals, co-authoring and collaborating internationally, disseminating and publicising our research, inviting academics to conferences and high profile events hosted by the University, and actively engaging networks of collaborators so that they are familiar with the quality of research we produce.

Research Funding

(€ funding awarded through EU programmes in 2021–2027 cycle (cumulative); € total funded research activity)

The former measures the notified funding awards through EU research programmes, including Horizon Europe, during the 2021–2027 funding cycle as captured at financial year end. The latter measures the direct expenditure on research activity across the University measured by financial year. The figure for 2021/22 is incomplete. It should be noted that the figure for 2020/21 is an all-time record for our university. The 2021/22 figure is subject to budget reconciliation.

ERC awards

(% ERC Award success rate; # ERC Awards across strands)

European Research Council awards stand out as being particularly prestigious, due to their competitive nature and value. As such, we are tracking ERC Awards as a macro-level metric for research reputation at an international level. Achieving an ERC Award requires investing considerable effort in evidencing applicant quality and impact to meet the high bar required of

consideration, shortlisting and award. For that reason, we have established a target of 15% successful applications from the University by 2025. Supported by the Research Office, this will require considerable effort to build the pipeline for future applicants, set targets at College level, and actively recruit ERC-primed researchers from outside the University into key areas of focus.

Innovation

(# spin-outs established; # collaborative research agreements with industry)

Both measures are reported annually by KTI Knowledge Transport Ireland, and can be benchmarked nationally. Data show significant growth in spin-outs generated by the University in recent years, representing the tangible impact and benefit of our research and work to the local economy. Meanwhile, the expected growth in collaborative research agreements reflects our desire to partner with industry, in particular to support and grow industry, innovation and employment in and for our region.

Societal Impact

(to be developed at sectoral level)

Our mission is to serve the public good, and we know that societal impact is something we currently do, something we have to do more of, and something we want to measure more effectively. While individual features of societal impact, such as employment, volunteering, school outreach, impact case studies, etc., can be measured at a micro-level, we will

continue to work with higher education partners to establish a reliable and comparable macro-level measure to demonstrate and to benchmark the positive impact that universities have on the society that we serve.

Maintaining Momentum

Many of the Flagship Actions in the strategic plan are more clearly defined and activated through the publication of specific Thematic and College-level strategies. Below is an update on their progress and where to read them.

Thematic Strategies

Strategy	Development Commenced	Early Draft Completed	Full Draft Completed	Consultation Concluded	Strategy Launched	Action Plan Published
Equality, Diversity and Inclusion	✓	✓	✓	✓	✓	✓
Launched by Dr Máire Geoghegan-Quinn on 5 February 2021. Read it: www.universityofgalway.ie/equalityanddiversity/resources/reportsstrategy						
Sustainability	✓	✓	✓	✓	✓	✓
Launched by Dr Mary Robinson on 9 March 2021. Read it: https://sustainability.universityofgalway.ie/sustainability/strategy						
Library Strategy	✓	✓	✓	✓	✓	✓
Launched by University of Galway President on 11 May 2021 at all-staff webinar.						
Research and Innovation	✓	✓	✓	✓	✓	
Launched by Professor Helga Nowotny on 19 October 2021. Read it: https://stories.nuigalway.ie/research-and-innovation-strategy						
Straitéis don Ghaeilge	✓	✓	✓	✓	✓	✓
Seolta ag an Dr Máire Geoghegan-Quinn ar an 16 Iúil 2021. Léigh é: www.universityofgalway.ie/gaeilgebheo						

Strategy	Development Commenced	Early Draft Completed	Full Draft Completed	Consultation Concluded	Strategy Launched	Action Plan Published
Academic Strategy	✓	✓	✓	✓	✓	✓
Launched by Minister Paul Kehoe on 6 December 2022.						
Student Success	✓	✓	✓	✓		
To be concluded in Spring 2023.						
Internationalisation	✓	✓				
Global Galway Project is early priority to establish the structures and culture that will drive International Strategy engagement and success.						
People Strategy	✓	✓	✓			
Early draft concluded. Consultation and drafting continues.						

College Strategies

Strategy	Development Commenced	Early Draft Completed	Full Draft Completed	Consultation Concluded	Strategy Launched	Action Plan Published
CMNHS	✓	✓	✓	✓	✓	
CSE	✓	✓	✓	✓	✓	✓
CASSCS	✓	✓	✓	✓	✓	
CBPPL	✓	✓	✓	✓	✓	



Resourcing the Strategy

The University is investing in a range of initiatives to deliver on our strategic plan 2020–2025. This includes capital investments in new buildings, equipment and technology; the pay costs associated with new roles, promotion schemes and HR initiatives; one-off commitments to strategic projects on varying scales; and the expansion of budget lines to sustain increased levels of support and services in key strategic areas.

Decisions on strategic investment are made in line with good governance, and guided by value for public money and our strategic objective for financial stability and prudent resource planning. They are variably resourced via the annual budgeting process, lending, external funds/awards, the annual Strategic and Support Services funds, anticipated revenue generation, or a mix of the above. Funding for major strategic initiatives is approved by the Finance and Resource Committee of Údarás na hOllscoile, following consultation and approval by the University Management Team with the support of the Bursar's Office.

Strategic Fund: The Strategic Fund was established in 2018 to support strategic priorities by awarding funding to costed, time-bound strategic projects aligned with specific Flagship Actions. The size of the fund varies each year, as it comprises 10% of additional net fee income from across the university above the 2017/18 baseline year. Submissions are made by staff via their University Management Team member and using an application process coordinated by the Bursar's Office. They are assessed by a panel comprising UMT members.

Building for the future	€	Value
Major Capital Projects in progress	Committed	
Student Accommodation	91,000,000	Open
Major Capital Projects under assessment	Capital Value	
Learning Commons (Library)	58,000,000	Excellent
Law School	40,000,000	Excellent
Medical School	40,000,000	Excellent
Sports Facility – 3G Pitch	8,000,000	Respect
Clinical Sciences Institute	5,000,000	Excellent
Other Significant Capital Projects	Committed	
Student Services Refurbishment	1,600,131	Respect
Corrib Village Refurbishment	556,000	Open
Student Non-Commercial Space	150,000	Respect
Spectator Seating at Dangan (Sports)	155,000	Respect
Áras na Mac Léinn Re-roofing	1,730,000	Sustainability
Biodiversity	30,000	Sustainability
Quadrangle Refurbishment: Roof and Stonework	3,869,000	Open
Clinical Simulation Facility	5,000,000	Excellent
GeoFit Project	1,015,000	Sustainability
Higher Education Energy Efficiency and Decarbonisation	638,000	Sustainability
Outdoor Pods (Student Social Spaces)	185,000	Respect
Landscape Works Courtyard Projects (Student Social Spaces)	113,000	Respect
Acadamh Trealamh Ateangaireachta (An Ghaeilge)	330,000	Open
Water-based sports facility	1,843,000	Respect
Sustainability Investment Project	700,000	Sustainability
TOTAL planned investment in Capital Projects	259,914,131	

Strategic initiatives aligned with our values		€	Value
Major Named Strategic Initiatives		Committed	
Global Galway Project		27,454,428	Open
Global Challenges (Research Fund)		5,000,000	Excellent
Transformation of Student Engagement and Wellbeing		4,310,000	Respect
Branding Project		500,000	Excellent
Student Digital Pathways		16,440,000	Excellent
Academic Promotions Scheme (2020–2025)		3,329,722*	Respect
Strategic Partnerships in Culture and Sport (2020–2025)		1,605,000	Excellent
Research Ecosystem (Research Office, Innovation Office, Research Accounts and HR)		7,847,403	Excellent
Teaching Excellence		1,167,356	Excellent
		67,653,909	
Significantly expanded budget lines in line with strategic priorities		Committed	
Student Hardship Fund		900,000	Open
Expansion of HR Office		1,272,215	Excellent
Expansion of Engagement		4,873,275	Open
University of Sanctuary Scholarship Programme and Post		1,333,600	Open
Student Recruitment and Outreach		760,698	Open
Sustainability Office (exc Strategic Funding below)		467,393	Sustainability
		9,607,181	

Strategic initiatives aligned with our values (cont'd)	€	Value
Strategic Projects funded by external awards	Committed	
HEA Gender Impact Study	1,000,000	Respect
ENLIGHT Funding from DFHERIS	442,000	Open
Designing Futures Human Capital Initiative	7,570,000	Excellent
Widening the Reach and Accessibility of Higher Education	833,333	Open
Student Mental Health and Wellbeing	663,000	Respect
Student Laptop Loan Scheme	1,017,000	Open
SATLE: Strategic Alignment of Teaching and Learning Enhancement		
• Universal Design for Living	94,674	Open
• Roadmap Enabling Student Success Project	120,500	Excellent
• Mincéirs Misl'd in Education	120,000	Open
	11,860,507	
Strategic Fund 2020/21 (which funded/part-funded):	1,126,209	
• Consortium of initiatives aimed at addressing respect, inclusivity, intercultural communications and employee wellbeing		Respect
• Central University Fund to support students with a disability who are ineligible for national funding		Open
• Nuns' Island Urban Park to engage the public in the area's future		Open
• University of Sanctuary Scholarship Programme		Open
• ENLIGHT Coordinator		Open
• GEMS specification and deployment at University of Galway supporting development of Climate Action Partnership		Sustainability
• Expansion of Galway and Irish Green Labs		Sustainability

Strategic initiatives aligned with our values (cont'd)	€	Value
Strategic Fund 2021/22 (which funded/part-funded):	1,527,683	
• Citizen Development Lab		Respect
• Integrated Institutional Policy Framework to Support Implementation of the 'Consent Framework' on Consent, Sexual Violence, and Harassment		Respect
• Supporting Employee Wellbeing		Respect
• Universal Bicycle Parking Pilot		Open
• 'MEDSTART', a scholars' pipeline for secondary school students in DEIS schools in the West of Ireland		Open
• Exploring potential for an international virtual science and technology university through the medium of Irish		Open
• Cataloguing the Kerby A. Miller Collection		Open
• Partly digitise the Conradh na Gaeilge archive		Open
• Support regional business in adapting to the post-pandemic environment		Open
• Sustainability and Accessibility Procurement Initiative		Sustainability
• Cultivating a Coaching Culture		Excellent
• Metrology equipment for Advanced Makerspace		Excellent
Strategic Fund 2022/23 (which funded/part-funded):	3,708,243	
• Active Consent Programme		Respect
• University of Sanctuary Scholarship Programme Stipend Funding		Open
• Strategic Funding for University of Galway's Response to Ukrainian Refugee Crisis		Open
• Gaeilge Strategy		Open
• Leading the Transition to a Circular Economy in our Region		Sustainability
• Environmental Resource Management Distributed Temperature Sensing (DTS) equipment		Sustainability
• Sustainability Office		Sustainability
• The Global Centre for Creative Technologies		Excellent
TOTAL committed investment in non-Capital Projects	95,483,732	

* Estimate only

Digging deeper

Flagship Actions

Our strategic plan includes over 50 Flagship Actions across all four values, each articulating a focused area for action between 2020-2025 as defined by our university community. In reporting on our implementation of the strategy, these Flagship Actions offer a framework to update on progress made and to record milestones in their delivery over time.

Respectful University of Galway

- AR01 Respect Charter
- AR02 Empathy
- AR03 Social Responsibility
- AR04 Human Dignity
- AR05 Public Sector Equality and Human Rights Duty
- AR06 Athena SWAN
- AR07 Gender Pay Gap
- AR08 Diverse Leadership
- AR09 Student Support Centre
- AR10 Healthy Campus
- AR11 Staff Wellbeing

Open University of Galway

- AP01 Campus Development
- AP02 Universal Design
- AP03 University of Sanctuary
- AP04 Open Scholarship
- AP05 International Diversity
- AP06 International Collaboration
- AP07 External Engagement
- AP08 European Engagement
- AP09 An Ghaeilge
- AP10 Hinterland
- AP11 International Experience
- AP12 Regional Enterprise
- AP13 Publicly Engaged Research

Sustainable University of Galway

- AS01 SDG Accord
- AS02 Carbon Neutrality
- AS03, AS09 Sustainability in the Curriculum
- AS04, AS08 Biodiversity
- AS05, AS21 Energy Efficiency and Outreach
- AS06 Resource Planning
- AS07 Sustainable Energy
- AS10 Sustainability Graduate Programmes
- AS11 Sustainability Research
- AS12 Green Labs
- AS13 Sustainable Construction
- AS14 Waste Management
- AS15, AS16, AS17 Sustainable Consumption and Travel
- AS18 Sustainable Technologies
- AS19 SDG Research
- AS20 Sustainability Partnerships

Excellent University of Galway

- AE01 People Strategy
- AE02 Student Recruitment and Transition
- AE03 Academic Skills
- AE04 Teaching Excellence
- AE05 Teaching Policies
- AE06 Library Development
- AE07 Research Institutes
- AE08 Research Support
- AE09 EU Research Agenda
- AE10 Graduate Research
- AE11 Research Excellence
- AE12 Research Partnerships
- AE13 Showcasing our Impact



Respect

Respectful University of Galway

Dr Helen Maher, Vice-President: Equality, Diversity and Inclusion

The value of Respect is central to achieving a positive and progressive university environment for both students and staff. The University Strategy 2020–2025 identifies high-level strategic objectives for advancing respect through a series of complementary actions and initiatives pertaining to institutional culture, individual behaviour and wider structural considerations. This includes particular attention to health and wellbeing; empathy, promoting social responsibility; advancing gender, and the public sector equality and human rights duty; reducing the gender pay gap and enabling a more diverse leadership.

As with all aspects of strategy implementation, there are specific obstacles that have directly impacted on the timing of achieving some of the high level objectives aligned to the value of Respect, notably the impacts of Covid19 and the attempted cyber-attack. However, there are also some very positive gains, unforeseen at the time of establishing the KPIs associated with Respect. In 2021, we secured €1 million in HEA performance funding based on progress relating to gender equality to drive the university's equality agenda. Furthermore, the Access centre's work on widening access and participation in higher education was also acknowledged in the receipt of more than €800,000 in HEA performance

funding in 2022. This HEA funding is an important recognition of the successes to date in progressing gender equality and widening participation, but there is a wider programme of work to achieve. This national policy emphasis has evolved to be more representative of the nine grounds as specified in national equality and human rights legislation, pertinent to both staff and students.

Some of the key successes under the Respect value include the renewal of the institutional Athena Swan and School Bronze awards and the attainment of eight new Bronze awards for a number of Schools. The achievement of a Silver Athena Swan award for the School of Engineering is particularly notable, making this the first Engineering School in Ireland to achieve a Silver award and only the second Silver award held in Ireland. The skills programme to help build empathy, compassion and understanding in our campus community has made significant progress, as has the university-wide social responsibility programme. Similarly, the objective of embedding respect for the dignity of all people through teaching and research has been addressed in disciplinary specialisms, public projects and initiatives.

An overarching goal under the value of respect is the development of a Respect Charter for the whole university community.

This Charter provides a unique opportunity to emphasise the importance of respect in all of our interactions, and in tandem with other initiatives, to embed a culture where all staff and students are afforded the dignity and respect they deserve. Although, the commencement of the development of the Charter was delayed, there has been considerable progress in 2022. Finally, the objective of significantly narrowing the gender pay gap remains a particular challenge as we move into the next phase of implementation of the university strategy.

See below for updates on major strategic initiatives, including:

- Respect Charter
- Public Sector Equality and Human Rights Duty
- Athena SWAN
- Gender Pay Gap
- Universal Student Support Centre
- Healthy Campus
- KeepWell Mark

AR01 Respect Charter

We will embed a culture of respect through the development and implementation of a Respect Charter, led at every level of the institution.

Key deliverables

- University-wide Respect charter finalised and activated by 2023 – in progress

This initiative is led by Dr Rachel Hilliard, Dr Shivaun Quinlivan and Dr Lucy-Ann Buckley in the College of Business, Public Policy and Law, and it is funded through the Strategic Fund.

Some major milestones since January 2020

- March 2022: Respect Charter consultation formally launched at All-Staff Meeting
- March 2022: Initial consultation with key university stakeholders
- April 2022: Embedding Respect conference held with international speakers
- June 2022: Respect Charter Consultation method tested and confirmed in a pilot workshop with 40 staff. Roll-out plan to engage students and staff across key units commenced. Four workshops organised, more in train.

Dr Rachel Hilliard gives her perspective on the key achievements, the changing

context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/respect

AR02 Empathy

We will design and implement a skills programme to help build empathy, compassion and understanding in our campus community.

Key deliverables

- Mainstreaming of existing empathy programmes (Seas Suas) and roll out of new leadership skills programme (LIFT) for students and staff – in progress
- Activating Social Empathy programme available in secondary schools in Ireland – in progress

Some major milestones since January 2020

- Jan 2020: Professor Pat Dolan and actor Cillian Murphy launched a new 12-week Activating Social Empathy initiative for secondary school students in Ireland
- April 2020: First of 12 fortnightly webinars under the heading 'Living and Learning Empathy in COVID-19: A Virtual Global Conversation' led by ILAS
- March 2021: University became the first university-wide third level partner of the LIFT Leadership Skills programme in Ireland – hundreds of students and staff participate in the programme
- Jan 2022: Empathy Lab announced as

part of Designing Futures roll-out

- Jan 2022: Anne Rabbitte TD champions the university's Seas Suas programme in the Dáil in response to the Aisling Murphy tragedy
- Oct 2022: *Launch of Ionbhá: The Empathy Book for Ireland*, co-edited by Professor Pat Dolan and Gillian Browne (UNESCO Child and Family Research Centre)

AR03 Social Responsibility

We will develop and implement a structured university-wide social responsibility programme to deliver measurable positive societal impact with our communities.

Some major milestones since January 2020

- June 2021: Staff charities fund – An Ciste Carthanachta – distributes a record €27,000 to 13 local charities
- Nov 2021: University of Galway becomes a member of the Institute of International Education's Scholar Rescue Fund (IIE-SRF)
- 2022: Upgrade to IRIS enables staff to log their community engagement work under the 'Professional' tab of their profile
- March 2022: Ukraine campaign launched to engage university community in university supports for refugees
- March 2022: CKI adapts Yourspace platform to capture staff donations of time, goods and services for local Ukraine refugees
- June 2022: Strategic Fund award to assist University's response to Ukrainian Refugee Crisis

- July 2022: CKI hosts partners forum to assess future direction and name of unit
- Oct 2022: Our university launches the first Civic Engagement Scholarship in an Irish higher education institution

AR04 Human Dignity

We will advance ideas that underpin respect for the dignity of all people through our teaching and research activities.

Key deliverables

- Focused expansion of teaching and research in fields associated with the 'Enhancing policy and society' research themes: inclusive societies, children, families and human rights – ongoing
- Establish a President's award(s) to recognise and reward outstanding contribution to EDI within our university – in progress

Some major milestones since January 2020

- July 2020: New online showcase launched as part of Tuam Oral History Project
- July 2020: Professor Siobhán Mullally appointed UN Special Rapporteur on Trafficking in Persons, especially women and children
- Oct 2020: Gender Equality and Women's Studies established as Discipline
- March 2021: University spearheads global project to challenge fake news

on migration through new partnership with the International Organization for Migration's Global Migration Media Academy

- June 2021: Strategic Fund award to establish Citizen Development Lab
- Feb 2022: President Higgins delivers landmark speech on campus to launch Irish Traveller Ethnicity Day
- June 2022: New LLM module on Critical Race Theory and Law is the first of its kind in Ireland

Find out more: See SDG 5 Gender Equality, SDG 10 Reduced Inequalities and SDG 16 Peace Justice and Strong Institutions in our annual Sustainability Report at: www.universityofgalway.ie/sustainability/sustainabilityreports

AR05 Public Sector Equality and Human Rights Duty

We will fulfil our 'Public Sector Equality and Human Rights Duty' (PSD) across all of the University's functions and relationships.

Key deliverables

- Audit of most pertinent human rights and equality issues identified by Irish Human Rights and Equality Commission by end of AY 2021-22 – completed
- Mainstreaming of Equality Impact Assessment (EIA) in the development and revision of University of Galway Policies – ongoing

- Relevant actions and initiatives related to PSD, as expressed in the EDI Strategy will be built into the EDI Strategy implementation Plan by June 2021 – completed
- Annual reporting of progress and achievements will continue at the end of each academic year and will continue to be available on the OVPED website here – ongoing

Some major milestones since January 2020

- May 2020: EDI Strategy developed following widespread consultation, and approved by EDICC, UMT and Údarás.
- October 2020: Mainstreaming of new QA153 Equality Impact Assessment Guidelines policy
- June 2021: Universal Design and Accessibility Action Plan approved by Údarás
- Nov 2021: Launch of 'Speak Out' new online tool for Anonymous Disclosures of incidents of bullying, cyberbullying, harassment, discrimination, hate crime, coercive behaviour, stalking, assault, sexual harassment, sexual assault, and rape
- Nov 2021-July 2022: IUA Public Sector Duty project – partner in project on implementation of the Public Sector Duty, facilitated by ValuesLab
- Jan 2022: Commencement of 'Embedding EDI' project plan, approved by HEA in context of performance funding. Project pillars include Data

Collection, Race Equality Strategy and Action Plan, and the development of an Intersectional Discrimination Index

Dr Helen Maher gives her perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/respect

AR06 Athena SWAN

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.

Key deliverables

- Institutional Bronze Award re-submission by 2021 – completed
- School Silver Award by 2024 – completed
- Institutional Silver Award achieved by 2025 – in progress
- All Schools with Athena SWAN Award by 2025 – in progress (10/18 Schools in Oct 2022)
- Athena SWAN Action Plan 2 approved in 2021 – completed
- Gender Equality Action Plan 3 approved in 2021 – completed

Some major milestones since January 2020

- Sept 2020: J.E. Cairnes School of Business and Economics and School of Physics awarded Athena SWAN Bronze Awards
- March 2021: School of Nursing and Midwifery awarded Athena SWAN Bronze
- Sept 2021: The University renews Institutional Bronze Award and School of Medicine Bronze award and achieves four new Athena SWAN Bronze awards for Schools of Chemistry; Psychology; Natural Sciences; and Mathematics, Statistics and Applied Mathematics
- Oct 2021: Gender Equality Action Plan 3 is approved by EDIC and Údarás na hOllscoile
- April 2022: School of Health Sciences awarded Athena SWAN Bronze
- June 2022: EDI Programme Manager for Gender Equality appointed on full-time permanent basis – supported by Support Services Fund
- September 2022: School of Engineering achieves a Silver award – first Engineering School in Ireland to achieve a Silver award and second Silver award in Ireland

Aoife Cooke gives her perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/respect

AR07 Gender Pay Gap

We will develop and implement a plan to significantly narrow the gender pay gap.

Key deliverables

- Substantially reduced Gender Pay Gap – ongoing (mean and median % gender pay gap fell from 20% and 18.4% in 2018 to 18% and 10.9% in 2021)
- Targets for % women at senior academic grades by 2025:
 - 50% women in Senior Lecturer grades – in progress (44% in 2021)
 - 30% women in the combined Professor grades – in progress (26% in 2021)
- Targets for % women at senior professional services and technical grades by 2024:
 - 50% women at Secretary grade – completed (67% in 2021)
 - 40% women at Associate Secretary – in progress (0% in 2021)
 - 25% women at Chief Technical Officer (CTO) – in progress (TBC)
 - 50% women at Senior Librarian grade – in progress (25% in 2021)
- Develop an active Apprentice Programme for women – stalled

Some major milestones since January 2020

- Jan 2020: 2 new professorships awarded under SALI round 1
- 2020: Target of 44% women at Senior Lecturer grade surpassed

- 2020: 27% of Personal Professors are now women (up from 10% in 2014) and 17% of Established Professors are women (up from 15% in 2014)
- Sept 2021: The University secures €1 million HEA performance funding to drive equality agenda
- November: 1 new professorship awarded under SALI round 2
- Dec 2021: 28 colleagues promoted under the Academic Promotions scheme (54% women, 46% men)
- June 2022: EDI Programme Manager for Gender Equality appointed on full-time permanent basis – supported by Support Services Fund

Aoife Cooke gives her perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/respect

AR08 Diverse Leadership

We will increase the diversity of leadership and university structures to represent the increasingly diverse composition of the University of Galway community.

Key deliverables

- EDI Strategy Implementation Plan developed and approved by Údarás na hOllscoile in 2021 - completed
- Leadership training programme

- targeting under-represented groups
- 50% of senior committees chaired by women by 2025 – in progress (24% in 2021/22)
- 50% women in Head of School and Executive Dean roles by 2025 – in progress (42% and 25% in 2022)
- Increased diversity of our research community, including diversity in leadership, and widened scope of recruitment to research positions – ongoing

Some major milestones since January 2022

- May 2020: EDI Strategy developed following widespread consultation, and approved by EDICC, UMT and Údarás
- 2020: Annual audit of the gender composition of committees and committee chairs established, with 4 years of data now available
- Sept 2021: Awarded €1m HEA Performance funding in recognition of the visible impact of the measures to progress gender equality within the university, including in the gender composition of our management teams, and in committees and working groups across the University of Galway
- Dec 2021: 132 women across academic/research/professional services grades supported to complete the Aurora Programme.
- Jan 2022: Commencement of 'Embedding EDI' project plan, approved by HEA in context of performance

- funding. Project pillars include Data Collection, Race Equality Strategy and Action Plan, and the development of an Intersectional Discrimination Index.
- August 2022: The University appoints an EDI Programme Manager for Race Equality

AR09 Student Support Centre

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.

Key deliverables

- Universal Student Support Centre established and sustained – in progress
- Research on student journey and associated needs – in progress

Some major milestones since January 2022

- 2020: Áras Uí Chathail upgrade to facilitate new Access Centre on ground floor, opened to students 2021
- March 2020: Societies established virtual help desk, Virtual Festival August 2020, built virtual platform in YourSpace to support virtual activities/events/training
- Aug 2021: HEA funding awarded to Student Services for in-depth analysis of student journey to identify: Personas, Stages, Touchpoints, Mindsets and Opportunities

- Aug 2021: Capital funding agreed for Phase II of Áras Uí Chathail upgrade
- Sept 2021: Student Enquiry Centre established as 'first stop shop' on Arts/ Science Concourse
- Nov 2021: Student Support Centre Manager post recruited
- Nov 2021: 'Cara' Artificial Intelligence (AI) Virtual student assistant launched in partnership with Galway-based decision intelligence company Galvia, with deployment on WhatsApp in Sept 2022
- Jan 2022: 'Galway100' student panel established
- May 2022: Accommodation Working Group established to streamline communications on accommodation

John Hannon gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/respect

AR10 Healthy Campus

We will improve physical, social and mental wellbeing in our communities as a partner of Healthy Ireland and by implementing the Healthy Campus Framework.

Key deliverables

- University of Galway Healthy Campus plan launched by 2022 – delayed but in progress

- Tobacco-free campus by 2021 – delayed
- Sports Strategy launched by 2021 – delayed but in progress
- Provision of expanded social spaces for students on campus – in progress
- Provide mental health, wellbeing, and sexual health/consent training to all students – in progress

Some major milestones since January 2022

- Sept 2020: Minister Simon Harris launches Active*Consent toolkit for sexual consent education
- Summer 2021: Three additional Counsellors and an Assistant Psychologist appointed supported by HEA funding
- Sept 2021: Moderated Online Social Therapy (MOST) online support tool made available to students
- Sept 2021: Upgraded Chaplaincy common room and kitchen
- Oct 2021: HEA and National Office for Suicide Prevention funding (€40,000) awarded to Student Services to establish Research-based Action Plan for mental health and suicide prevention
- Nov 2021: High-level Mental Health Taskforce established, chaired by Director of Student Services and including representatives from associated services and areas of academic expertise
- April 2022: Launch of Cubbie Sensory Hub and initiation of additional sensory space

- May 2022: Launch of Speakout (online anonymous reporting tool for staff and students)
- July 2022: Údarás na hOllscoile approves business case for expanded Student Services funding to address student wellbeing challenges – additional support for mental health, social support and engagement, social work and first year transitions management
- Oct 22 Re-establishment of the Student Pantry (to combat food wastage) and student kitchen in the Hub
- Oct 2022: University launches Togetherall online service to help students and staff with mental health in a peer-to-peer supportive environment

John Hannon gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/respect

AR11 Staff Wellbeing

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.

Key deliverables

- KeepWell Mark award by 2021 – completed

- KeepWell Action Plan in place – completed
- 8 x Excellent in KeepWell Mark framework by 2025 – in progress
- Wellbeing Committee in place – completed
- Regular Employee Wellbeing surveys – ongoing
- Mental Health Strategy – in progress

**Some major milestones
since January 2022**

- 2020: Student and Staff Health and Wellbeing Lead appointed in HR Office
- Sept 2020: New QA132 Staff Harassment and Sexual Harassment Policy approved
- 2021: Wellbeing Committee established
- March 2021: New QA145 Parent's Leave policy approved
- May 2021: University launches first Domestic Violence Leave Policy (QA147) in a HEI in Ireland
- June 2021: New QA114 Intoxicants Policy approved
- June 2021: Strategic Fund award for initiative aimed at Supporting Employee Wellbeing
- July 2021: KeepWell Mark awarded to University of Galway
- November 2021: HR Office hosts national IUA HR Conference on 'Staying Connected in a Hybrid Working Environment'
- May and June 2022: Grief at Work Training for Staff and Managers

College Spotlight

Communicating across cultures in the College of Business, Public Policy and Law

The College of Business, Public Policy and Law welcomes over 400 international students onto postgraduate programmes each year. In an effort to achieve positive integration and social inclusion, the J.E. Cairnes School of Business & Economics has created a skills programme designed to build multi-cultural understanding, empathy and compassion in our community.

In collaboration with the English Language Centre and the School of Health Sciences, we are creating a course entitled: Global Business Competencies: developing leadership and multi-cultural skills for an international business environment. The course will comprise of a range of workshops and coaching sessions where students will become effective and competent intercultural communicators and leaders.

Students will learn principles of communication across a range of cultures to enable them to conduct business at home or abroad with members of different cultures. Students will learn to deal with ambiguity in cross-cultural communication and also how to manage teams effectively in a culturally appropriate manner. Students will learn to be open, flexible, and non-judgmental whilst actively seeking to engage with people from different cultural backgrounds. This course will also facilitate an inclusive learning environment and promote integration of all participating students.





Openness

Open University of Galway

Professor Becky Whay, Vice-President: International

Through the overarching ambition of the Global Galway Project we have been progressing towards our goal of becoming a truly global university. The concept of a global university which embraces diversity in our students and staff, connects learners, builds international research collaborations and relationships and understands that at University of Galway we are preparing a new generation of global leaders, speaks whole heartedly to our institutional value of openness.

We have expanded and reshaped our international student recruitment structures to purposefully diversify the areas of the globe we recruit students from, and have widened our recruitment focus to embrace a broader range of programmes and levels of qualification. We are growing the pathways into our university to encompass more foundation routes, enhance English language supports and build a broader range of educational partnerships with universities throughout the world.

Our approach to partnerships is based on establishing reciprocal benefits for research, teaching, learning, mobility and mutual learning. One of our flagships has been our participation in the nine European university ENLIGHT network, launched two years ago, the network

exemplifies our growing and deepening interactions with European counterparts and the regions surrounding them.

In recognition of the truly transformational impact that mobility, exchanges and internships can have for both our students and our staff, we want all our students and many more of our staff to have mobility opportunities. To deliver this we are growing our exchange partnerships and working to enable new virtual and hybrid mobility offerings within in the vital framework of sustainable mobility.

There are, of course, many challenges to our internationalisation ambitions not least the sequential onslaughts of COVID, cyber-attack and global recession in which we are situated. These of course link to the issues we are experiencing such as student accommodation supply and our accessibility and attractiveness to staff from around the world.

Being a world class university in the 21st century is without a doubt a global project and embracing our institutional value of openness is all about creating an environment which welcomes the world in and leads us further out into the world.

Open University of Galway

Dr Paul Dodd, Vice-President: Engagement

In January 2020, we began to learn of a new infectious respiratory disorder emerging in China, just as University of Galway launched its 2020-2025 strategy. Little did we know how much our world would be turned upside down by the Covid-19 pandemic. The past two years have been a tumultuous period and, perhaps now more than ever, our core value of Openness has been tested and proven to be central and critical to all that we do.

Quickly pivoting to a new online workplace many of the University's flagship projects were forced to pause temporarily, but as our community learned to navigate the new online and hybrid workplace, and gradually returned to in-person instruction and learning, we have made great progress on many of our flagship goals relating to openness.

We renamed and rebranded the University, proudly putting openness as a central distinguishing feature as 'Your Space and Place to Thrive.' We have opened the University up further to perspective students from a variety of backgrounds by extending our Access Centre, increasing the number of University of Sanctuary scholarships available, and launching our Schools of Sanctuary partnership efforts. We have also participated actively in regional

initiatives supporting Ukrainian refugees by opening up our accommodation facilities to provide temporary shelter, securing places for students and scholars from Ukraine on programmes and in research groups across campus, and providing English language training and other supports to help acclimatise Ukrainian refugees into Irish society

Together, we have increased our efforts to connect and partner with external stakeholders from a wide cross-section of society – locally, nationally and globally. We have met with and hosted a wide range of elected representatives including the Taoiseach, Tánaiste and several Ministers, members of the Oireachtas, the Mayor of Galway and local councillors, leaders of key state agencies and Government departments, and Ambassadors from a number of countries.

We are currently developing a new comprehensive framework for corporate partnerships based on a 'whole-of-institution' engagement model that aims to both strengthen and grow existing corporate partnerships and establish impactful new ones. We have restarted in-person engagement events on-campus including our Annual Alumni Awards Gala, CEO Breakfast Briefings with the President, and off-campus interactions at various locations in Ireland and internationally.

We have developed and launched the University's first comprehensive fundraising strategy – the Meitheal Campaign – with ambitious goals to support flagship building projects, including the Learning Commons, support key faculty recruitments through named Professorships, and provide student scholarships and other support mechanisms to enhance the student experience at University of Galway.

We know we have much more work to come to complete the ambitious 'Open University of Galway' goals identified in the strategic plan. But we are making good progress and we are excited to work with the entire University of Galway community to write the next chapter in our collective journey.

See below for updates on major strategic initiatives, including:

- Capital Development Programme
- Universal Design for Learning
- University of Sanctuary
- Open Scholarship
- Global Galway
- ENLIGHT university alliance
- An Ghaeilge
- Engaged Research



AP01 Campus Development

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.

Key deliverables

- Campus Masterplan to be developed by June 2023, including Nuns Island – in progress
- Fully resourced development delivery team in place by March 2023 – in progress
- Additional on-campus accommodation by 2023 – in progress
- Space Policy to facilitate community use of campus facilities – in progress
- Pitch Strategy to be developed by March 2023 to include New 3G Synthetic pitch by end 2024 – in progress
- Establish a Teaching and Learning Spaces Steering Group – completed
- Costed action plan for phased programme of upgrades, refurbishment and redesign of teaching venues and identification of opportunities for learning / study / groupwork spaces – in progress
- Pilot redevelopment of teaching venues – in progress
- CBPPL: Progress planning for a new Law School building – in progress (funding request issued to URDF 2 for funding for planning)

- CMNHS: Develop a new Medical School – in progress (funding request for HESIF 2 submitted)
- CSE: Develop a capital project for a new Science Building – early scoping

Some major milestones since January 2020

- Jan 2021: New Moot Court opens in Cairnes Building to support curricular innovation and student experience in School of Law
- March 2021: Government funding of €4.3 million for the Innovation and Creativity District in Galway
- June 2021: Strategic Fund award to roll out Universal Bicycle Parking Pilot
- Oct 2021: Building commenced on an additional 674 bed on-campus student residence
- March 2022: Accommodation Taskforce established to address urgency of student accommodation shortage
- July 2022: Urban Lab and Buildings and Estates work with Galway International Arts Festival to install Mars sculpture in Persse's Plaza as part of public consultation on Nuns' Island development
- July 2022: Acquisition of two properties on Distillery Road for conversion to student accommodation
- October 2022: Installation of four outdoor 'pods' on campus, as well as upgrade of six outdoor green spaces, as student non-commercial social spaces
- October 2022: Conversion of unused commercial units on campus into student non-commercial social spaces

Denis O'Connor gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/openness

AP02 Universal Design

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.

Key deliverables

- Provision of institutional licenses for accessibility software, including Blackboard Ally and Sensus Access – in progress
- Extended roll-out of UDL training programme to staff, with incorporation of principles into guidelines and design strategies – in progress (65 staff completed UDL badge in 2021/22)
- Development and implementation of a universal student emergency evacuation plan – in progress
- Provision of step-free access to all lecture theatres – in progress
- Works to improve accessibility of existing buildings and environs – in progress
- Provision of sensory-friendly spaces across the campus
- Expansion of placement planning support across all University of Galway

programmes that incorporate work placement for students registered with the Disability Support Service – complete

Some major milestones since January 2020

- June 2021: New QA182 University of Galway Universal Design and Accessibility Policy
- June 2021: Accessibility Action Plan approved by Údarás na hOllscoile
- Sept 2021–Jan 2022: Appointment of FSD Strategic Project: Enhancing Access and Inclusion Team
- Dec 2021: University introduces the JAM (Just a Minute) Card© initiative on campus for people with additional needs
- Dec 2021: ‘Inclusive Learning at NUI Galway: Centring the Student Voice in Higher Education’ report launched by University of Galway President and Minister Simon Harris
- Dec 2021: Disability Support Service website updated to include disability specific placement planning resources
- Jan 2022: First meeting of the Working Group for Universal Design and Accessibility
- April 2022: Launch of Sensory Cubbie in Áras Uí Chathail
- June 2022: Crowd4Access/FSD Strategic Projects: Campus Accessibility Pillar Collaboration – we are the first Irish HEI campus to map footpaths for accessibility
- Sept 2022: Completion of FSD Strategic

Project: Enhancing Access and Inclusion and submission of final report

- Nov 2022: Disability Support Service Campus Accessibility website updated to include information on the accessibility of campus footpaths

Imelda Byrne gives her perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/openness

AP03 University of Sanctuary

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.

Key deliverables

- Increase in resources to the University of Sanctuary Project, including the position of a full-time University of Sanctuary Co-ordinator – completed (and ongoing)
- Further supports for under-represented students to access education – ongoing

Some major milestones since January 2020

- June 2020: Strategic Fund award to support additional Examinations Office role to prioritise and provide the recommended Examination accommodation needs of students with Disabilities

- June 2020: Support Services Fund award for Disability Advisor role
- June 2020: Strategic Fund award to create a Central University Fund to support students with a disability who are ineligible for national funding
- Nov 2020: Laptop Loan Scheme allows 900 students from low income households to receive a laptop for the duration of their studies, supported by Government Covid Fund
- June 2021: Support Services Fund award to support Transition of Adult Education Delivery to the Academic Units
- June 2021: Strategic Fund award for ‘MEDSTART’, a scholars’ pipeline for secondary school students in DEIS schools in the West of Ireland
- Sept 2021: University appoints Traveller Education Officer
- Sept 2021: University of Sanctuary Coordinator appointed on full-time basis
- Jan 2022: University increases its support to the Scholars at Risk network to become a ‘Sustaining member’
- March 2022: 22 female Afghan refugees have been welcomed to the University to learn about the opportunities for higher education at the University
- March 2022: A local Schools of Sanctuary working group was established to coordinate the initiative in Galway City and County
- May 2022: University announces UNHCR partnership on new education pathway for refugees from Africa, beginning with two Masters scholarships

- Sept 2022: The number of University of Sanctuary scholarships almost doubles to 23, across all Colleges and both UG and PG levels

Aidan Harte gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/openness

AP04 Open Scholarship

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.

Key deliverables

- Establishment of active Open Scholarly Community network, with cross-Unit steering committee – completed
- A University of Galway open publishing platform for University research outputs and Open Educational Resources – completed
- Expanded skills training, support and guidance on open scholarship practices – ongoing
- Deployment of transnational data sharing infrastructures, such as the European Open Science Cloud (EOSC) – ongoing
- Increased use of Open Educational Resources – ongoing

- Collaboration to support the development of a national open data repository – ongoing

Some major milestones since January 2020

- July 2020: Our Library launched a publishing platform for Open Access books and Open Education Resources, hosting outputs for ten pilot projects expected to yield €45k in textbook purchase savings for students
- December 2021: 300 articles published openly by University authors via nationally negotiated IReL consortium publisher agreements, saving approximately €700k locally in Article Processing Charges
- February 2022: National Open Research Forum (NORF) Landscape Report and Policy Briefs published, with multiple contributions by University Library staff, culminating in award of €1.72m to advance open research nationally
- April 2022: Research Office convened first meeting of University Responsible Metrics Working Group
- April 2022: Third Open Scholarship Week hosted online and in-person, with almost 400 registrations (over 2,200 registrations since 2020)
- Nov 2022: Library awarded NORF grant of €220k to lead national consortium project on Open Access Repository Assessment and Alignment

John Cox gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/openness

AP05 International Diversity

We will encourage and welcome a broad international mix of staff and students across our taught and research programmes at undergraduate and postgraduate levels.

Key deliverables

- 2,700 students from outside EU by 2025 – in progress (though hampered by external factors: see ‘How has our world changed since January 2020?’ above)
- Expanded Recruitment team and Market Insight and Intelligence capability as part of new global strategic support unit – completed
- Development of English Language Centre and Pathway Centre with new and innovative pathways into study and in-session supports – in progress
- Sponsorship and scholarship opportunities identified through relationships with governments and institutions globally – ongoing

Some major milestones since January 2020

- May 2020: International Staff Network launched
- July 2020: Review of QA200 PhD International Merit Scholarship
- April 2021: Global Galway webinar series on sustainable internationalisation commences
- July 2021: Global Galway Project Board approved direction of travel for English Language Centre transition
- Nov 2021: Launch of Recruitment and Mobility workstreams

- Dec 2021: Approval of International Committee reporting to Academic Council
- Jan 2022: Market Data and Insight Manager appointed to Global Galway team
- March 2022: College of Science and Engineering launch 'It Starts with a Name' initiative and video to help break down cultural barriers between Irish and international staff
- Aug 2022: Appointment of Global Galway regional representatives and their induction completed (USA, Mexico, Nigeria, Qatar, New Delhi, Beijing, Kuala Lumpur)

Judith Cooke gives her perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/openness

AP06 International Collaboration

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.

Key deliverables

- A new Partnerships team as part of new global strategic support unit – completed

- Embed a culture of hosting high profile international conferences to optimise research impact and international visibility – ongoing

Some major milestones since January 2020

- March 2021: Cúram launches three new RandD Partnerships with international partners –a Cardiac Organoid Systems Partnership, a Global Cell Manufacturing and Delivery Partnership, and a partnership with Factor Bioscience
- July 2021: Drama Studies hosts largest international Theatre Studies conference
- July 2022: European Solid Mechanics Conference hosted by university, with over 1,200 attendees
- Aug 2022: Signed partnerships agreement for Singapore and SE Asia in the presence of the Taoiseach
- Aug 2022: Articulation agreement signed with the University of New South Wales, Australia
- Aug 2022: Pathway Provider Business Case presented to internal stakeholders
- Aug 2022: Global Partnership Team recruited

Shazim Husayn and **Peter Brady** give their perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/openness

AP07 External Engagement

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.

Key deliverables

- Development programme priorities agreed – completed
- Philanthropy target of €60M by 2026 – in progress
- Alumni Participation Programme with measurable increases in attendance and volunteering – early scoping

Some major milestones since January 2020

- Feb 2021: Appointment of Director of Development, Julie Stafford
- Feb 2021: New partnership with Rowing Ireland as an official 'Rowing Ireland Partner Pathway University
- Dec 2021: Launch of Connacht GAA strategic partnership at new University of Galway Connacht GAA Air Dome
- Jan 2022: New 10-year partnership with Druid theatre company launched
- Feb 2022: The Séamus McDermott Entrepreneurial Scholarship launched for entrepreneurial undergraduate students, funded through the generous philanthropic support of the Liffey Trust
- May 2022: New Terence O'Malley DLA Piper Scholarship programmes supports

two Sligo students at the University's School of Law

- July 2022: New partnership with South Wind Blows and Harvest Films to engage scholarship in the work and archive of John McGahern
- August 2022: New government-funded programme in creative arts management launched through University of Galway-GIAF partnership

AP08 European Engagement

We will engage more deeply with European Union institutions and networks to maximise the University's impact.

Key deliverables

- ENLIGHT network launched by 2020 – completed
- Joint programmes and launched with other EU HEIs – ongoing
- At least three large strategic funding proposals submitted with ENLIGHT Institutions and associated research partners – in progress
- Introduction of a multi-institutional IT infrastructure between EU partner institutions

Some major milestones since January 2020

- August 2020: ENLIGHT network launched
- Feb 2021: ENLIGHT Project Manager appointed
- Feb 2021: ENLIGHT RISE expands opportunities for research collaborations

under Horizon Europe with our strategic partners and their associated networks

- 2021: Multi-institutional mobility agreement established between ENLIGHT institutions
- Feb 2022: University secures €442,000 HEA funding to progress ENLIGHT over the next two and half years
- April/May 2022: First pilot modules of ENLIGHT take place with Galway students travelling to Ghent, Göttingen, Groningen and Estonia
- May 2022: University of Galway co-leads European dialogue with ENLIGHT network to discuss sustainable urban development bringing cities, universities and students together to discuss current challenges
- June 2022: University of Galway hosts the first in-person meeting of the ENLIGHT Community, including presidents, to discuss achievements and agree the strategic direction of the alliance
- Sept 2022: University leads ANEMEL – a new European collaborative project to generate green hydrogen from salty water funded by European Innovation Council
- Oct 2022: University of Galway researchers join ENLIGHT research networks in Energy, Equity and Health led by Ghent University with a view to seeking joint research funding

Pamela Devins gives her perspective on the key achievements, the changing context and the challenges ahead in

delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/openness

AP09 An Ghaeilge

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.

Key deliverables

- Irish language strategy launched by 2021 – completed
- Appointment of Irish Language Officer – completed
- Irish Language Residency Scheme (Teach Gaeilge) – completed
- Establish Irish Language Strategy Implementation Committee – completed
- Language hubs and social spaces on campus – in progress
- Irish Language as standing item on Údarás na hOllscoile agenda – completed
- Review of services available through Irish – in progress
- Establish University Interpreting Service – early scoping
- Expand teaching and research through Irish – early scoping
- Establish partnerships with external Irish language organisations – ongoing
- New Building for the Irish Language Community – under review (awaiting project scoping)

Some major milestones since January 2020

- Sept 2020: Coiste Straitéiseach don Ghaeilge launched
- July 2021: Straitéis na Gaeilge launched
- Sept 2021: Minister Chambers announces three-year €3m fund for Acadamh na hOllscolaíochta Gaeilge
- Oct 2021: Oifigeach Gaeilge appointed
- Dec 2021: Coiste Feidhmithe Straitéis na Gaeilge established
- Feb 2022: Irish language student residence scheme launched
- March 2022: Students' Union votes to appoint full-time Irish Language Officer
- March 2022: Caifé na Gaeilge reopened
- Oct 2022: €1,000 scholarships awarded to Irish language residence scheme students to support their studies and work in promoting Irish on campus
- Oct 2022: Tomás Ó Máille exhibition launches on campus as part of University History Project

Caroline Ní Fhlatharta gives her perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/openness

AP10 Hinterland

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.

Key deliverables

- Designing Futures project rolled out across undergraduate Arts and Science programmes – in progress

Some major milestones since January 2020

- June 2020: Support Services Fund awarded to three-year expansion of Employability Award Project
- Oct 2020: Designing Futures (formerly ASPIRE) project awarded €7.5 million as part of the Human Capital Initiative
- Jan 2021: IdeasLab launches on campus to offer students a place to activate their entrepreneurship skills
- May/June 2021: IdeasLab (Designing Futures) recruits Director of Entrepreneurial Development, Head of Student Entrepreneurship, Communications and Engagement Manager and Community and Impact Manager; New Human-Centred Design Studio established
- Jan 2022: Designing Futures initiative launched
- July 2022: Celebrating student entrepreneurs Start100 showcase allows students to pitch investible ideas and innovations

- Sept 2021: Career Development Centre Digital Toolkit launched to support students with CV building, interview techniques and virtual career advice attracting tens of thousands of student interactions
- July 2022: Renewal of 3 year Strategic Partnership with Boston Scientific and KPMG and the CDC Employability Award until 2026 with a focus of developing employability skills

John Hannon gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/openness

AP11 International Experience

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.

Key deliverables

- A new Mobility team as part of new global strategic support unit – completed
- 100% of students with opportunity for mobility experience to include

development of virtual mobility and substantially grow opportunities for staff – in progress

- Commissioning of new data solutions within SDP in support of mobility – in progress

Some major milestones since January 2020

- 2022: New 'Global Experience' section established within Global Galway team designed to grow international exchanges, virtual experiences, staff mobility and funded opportunities
- May 2022: Appraisal and renewal of 220 Erasmus partnership agreements.
- June 2022: Strategic and operational planning, and project scoping of 'internationalising the curricula' begun and ongoing with VDs International
- September 2022: New Mobility Partnership process launched across campus
- September 2022: InPlace mobility software design project kick-off – part of Student Digital Pathways and supporting outbound mobility and related partnerships

JB Terrins gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/openness

AP12 Regional Enterprise

We will establish partnerships with development agencies and stakeholders for our region to support the growth and scaling of indigenous and international businesses.

Key deliverables

- Centre for Entrepreneurial Growth and Scaling (CEGS) established – completed
- Establish partnerships with development agencies and stakeholders for our region to support the growth and scaling of indigenous and international businesses – ongoing
- Enhanced entrepreneurial ecosystem through increased inter-sectoral collaborations, with industry, the arts community, employers and other stakeholders in recognition of our unique role in creating the skills and scholarship that drive growth across our region and nationally – ongoing

Some major milestones since January 2020

- June 2021: Strategic Fund award for initiative to support regional business in adapting to the post-pandemic environment
- Nov 2021: Newly launched West Regional Enterprise Plan establishes University of Galway as working group lead to articulate, develop and explore opportunities to address the need for a significantly improved life-science incubation and innovation facilities provision

- March 2022: University of Galway and Ulster University lead €4 million Atlantic Innovation Corridor project to advance understanding of region and foster sustainable innovation
- April 2022: SFI Industry Fellowship Programme awards five University of Galway research projects in industry and enterprise across a variety of areas including orthopaedic implants, biomedical science, mechanical engineering, virtual reality (VR), and chatbots optimisation.
- June 2022: Strategic Fund award to Leading the Transition to a Circular Economy in our Region research project
- June 2022: Inaugural meeting of External Advisory Board of J.E. Cairnes School of Business and Economics, with diverse representation from the Western region, including commercial and social enterprises
- July 2022: Appointment of Knowledge Transfer Executive in the Innovation Office to facilitate academic-industry collaboration
- Oct 2022: University of Galway in partnership with the Western Development Commission receives €100,000 from the Regional Enterprise Innovation Scoping Scheme Grant to advance the Life Sciences Hub initiative to develop state-of-the-art facilities that support the expansion and growth of life sciences research and enterprise in our region

Professor Esther Tippmann gives her perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/openness

AP13 Publicly Engaged Research

We will embed engaged research across the University by involving and collaborating with the public throughout the process of our research activities.

Key deliverables

- Toolkits, training and systems for engaged research – in progress
- Expanded capacity for high quality PPI in health and social care research in our University and across Ireland – in progress
- Exemplars of engaged research across the University mission – ongoing

Some major milestones since January 2020

Public and patient involvement:

- Jan 2021: University of Galway leads new Public and Patient Involvement (PPI) Ignite Network across seven universities and 10 partner organisations
- Feb 2021: Inaugural University of Galway Awards for Public and Patient Involvement in Research Excellence

- May 2021: HRB supports the continuation of Primary Care Clinical Trials Network and the initiation of the Diabetes Collaborative Clinical Trial Network at University of Galway, with enhanced patient involvement in both networks
- Nov 2021: D1Now team, with a Young Adult Panel at its core, receives the President's Award for Societal Impact, as they co-designed and tested a new approach to diabetes health care for young people
- Dec 2021: University led a training programme for European medtech Innovation programmes across Europe to facilitate the inclusion of PPI in their methodologies
- Sept 2022: PPI module rolled out across the University to build capacity of postgraduate researchers in the area

Engaged research, Citizen Science, Public engagement:

- Oct 2020: HRB-TMRN 'People's Trial' invites members of the public to co-create their own online randomised trial
- Nov 2020: Cúram hosts the first Science on Screen Festival Ireland, showing the best of science films from around the world
- March 2021: Three public engagement and education outreach initiatives awarded funding of more than €339,000 through SFI Discover Programme
- June 2021: First edition of Virtuome by the Virtual Metabolic Human, a fully

digital summer undergraduate research programme resulting in 6 participant-led community engagement case studies

- August 2021: Cúram enrolls online Teachers in Residence STEM engagement programme for schools
- April 2022: Citizen Science research records 5,000 hedgehog sightings nationally
- June 2022: CONDUIT, an IRC-funded dance theatre project, engages the public and local schools in exploring the brain as an electronic device

Professor Seán Dinneen and Ruth Hynes give their perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/openness

College Spotlight

FutureCare: A College of Medicine, Nursing and Health Sciences that engages with and for our region for the benefit of patients

The College of Medicine, Nursing and Health Sciences has been delivering healthcare education for almost 175 years with a central mandate to train the next generation of health professionals and scientists. We are of our region, with academies in Letterkenny, Sligo, Castlebar and Ballinasloe, which sets us apart nationally. We are educators and we demonstrate our openness through our support of the health of our people. Our vision remains constant in the provision of a healthy society through education, research and innovation.

Our future success, however, is critically dependent on our ability to evolve, to develop innovative training programmes that meet the dynamic and rapidly transforming needs of healthcare and population health. Our most immediate, and obvious, need is to address staffing shortages in virtually all healthcare disciplines, which are being felt most acutely in rural regions, such as ours. Through our FutureCare strategy to 2025, the College is placing a strong focus on meeting future staff demands. We are

working to provide tangible and valuable solutions that will benefit society, and the regional and national healthcare service. To do so we are working with hospital systems such as Saolta, Community and Primary Care, GPs and with private healthcare providers. We have initiated a planning phase in exploring new programmes in the areas of emerging need, such as Pharmacy, Radiography and Nutrition.

Building on the strengths that already exist in the College, FutureCare will ignite new activities, such as new healthcare degree programmes, a more fit-for-purpose organisational structure that better supports our staff and allows us to scale and grow, and a new research institute that will consolidate areas of research strengths in our College.





Sustainability

Sustainable University of Galway

Professor Pól Ó Dochartaigh, Deputy President and Registrar

Sustainability is the most important issue facing this planet and as a University we must be a leader in facing the challenges that come with sustainability. In our Strategic Plan we set ourselves some ambitious targets, and we have embraced them and can show significant progress, but the road is a long one.

Among the key strategic successes have been the signing of the SDG Accord by the President in 2020, the launch of the University's second Sustainability Strategy in 2021, and the our first and second annual sustainability reports in 2021 and 2022. Our overall achievements were recognised in 2022 when we were placed 47th in the world (out of 1,500 universities) and 1st in Ireland in the Times Higher Education Impact Rankings, and 5th in the world for SDG 12, responsible consumption and production.

Among the measures that contributed to that success have been continued sustainable construction and a 45% reduction in primary energy consumption. Crucially, we continue to plan for the future by establishing a carbon footprint baseline, planning an update to Agresso to add Carbon Intensity Data, and by investing in infrastructural energy projects.

Key to our success as an educational institution is engaging in research

and embedding sustainability in the curriculum. New courses from Diplomas through Bachelor's and Master's in subjects ranging from beekeeping to marine science and agriculture, as well as modules across courses in every School and College of the University, will ensure that our graduates leave as citizens conscious of the sustainability agenda. A remote working policy and the enhanced use of learning technologies will also play their part in reducing our carbon footprint, though we should watch that this is actually reduced and not simply shifted to other parts of society.

Embedding sustainability in the curriculum is underpinned by the research expertise of our academic staff and by our partnerships. We are mapping research across the University to the UN SDGs and have noted an increase in research that can be linked to the SDGs. Our €10M Peatlands and People project was launched in October 2020 as a partnership with Bord na Móna, the EPA, ERINN Innovation and two government departments. Multiple further projects have been awarded millions in research grants. 11 of our research labs have been awarded Green Lab certification.

Despite the interruption of Covid we continue to make significant progress on our sustainability strategy, but we

are confronted with new and ongoing challenges all the time, including clear reporting on the Public Sector Climate Action Mandate. Resourcing and coordinating the achievement of these goals will be its own challenge, one that we will continue to rise to meet.

See below for updates on major strategic initiatives, including:

- UN Sustainable Development Goals
- Sustainable Energy
- Climate Action Plan
- Green Labs
- Energy Efficiency programme

AS01 SDG Accord

We will commit to and sign the UN Sustainable Development Goals (SDG) Accord and aim for SDG Champion status.

Key deliverables

- UN SDG Accord signed – completed
- Annual report on UN SDG Accord, beginning 2021 – completed (and ongoing)
- SDG Champion status by 2025 – stalled (SDG Champion scheme under review by Department of Environment, Climate and Communications)

Some major milestones since January 2020

- Jan 2020: University President signs UN SDG Accord
- March 2021: University launches its second Sustainability Strategy 2021-2025
- Nov 2021: University published an annual Sustainability Report that for the first time includes an individual report on each of the 17 SDGs, showcasing our leadership in tackling the SDGs in 3 ways: students and learning; research and community engagement
- April 2022: University of Galway increases our Times Higher Education Impact Ranking to 47th in the world making us the most sustainable university in Ireland by this measure
- July 2022: Three University of Galway sustainability case studies featured in

international EAUC SDG Accord report highlighting the work on the Áras de Brún energy upgrade, PANDEM-2 project and Introduction to Sustainability transdisciplinary elective module

- Aug 2022: University named as a Top performer in the 2022 Sustainable Campus Index and ranked 3rd in the world for coordination and planning
- October 2022: University of Galway is one of only two universities with case studies in Ireland's Second National Implementation Plan for the Sustainable Development Goals 2022-2024
- Nov 2022: University of Galway publishes Annual Sustainability Report 21-22, including an individual report on each of the SDGs

Michelle O'Dowd Lohan gives her perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

AS02 Carbon Neutrality

Together, we will develop a roadmap to move ambitiously towards carbon neutrality by 2030.

Key deliverables

- Net-zero Carbon by 2050 – in progress
- Carbon neutrality by 2030 – in progress
- 20% energy procured from sustainable sources by 2025 – in progress

Some major milestones since January 2020

- Feb 2020: Multinational study identifies hydrogen processes to decarbonise Ireland's energy supply
- June 2020: Strategic Fund award to GEMS specification and deployment at University of Galway supporting development of Climate Action Partnership
- 2020: Installation of 250kw of Photovoltaic Panels generating on site power in four locations
- June 2021: Support Services Fund award to develop Energy Management Plan and a roadmap to achieve Climate Action Plan goals
- June 2021: University of Galway becomes a member of the Galway City Decarbonisation Zone proposals for the Westside area.
- Sept 2021: New QA205 Climate Action and Sustainability Policy approved
- Nov 2021: Greenhouse Gas Emissions baseline of 53,800 tonnes CO₂e established for first time and publicised via All-Staff Webinar

Thomas Adams gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

AS03, AS09 Sustainability in the Curriculum

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; We will set ourselves ambitious targets in the area of sustainability embedded in the curriculum.

Key deliverables

- Sustainability modules embedded in curriculum – ongoing (sustainability-focused modules in over 20% of programmes in 2021/22)
- Introduction to Sustainability transdisciplinary elective module available across Colleges - completed

Some major milestones since January 2020

- Sept 2020: Introduction to Sustainability module launched to a cohort of students in CASSCS
- Sept 2020: First intake of MSc Agrifood Sustainability and Technology
- 2021: Sustainability introduced as element of Staff Induction programme
- Sept 2021: First intake of BSc Agricultural Science students and MSc Marine and Freshwater Resources Management
- March 2022: Students' Union appoints part-time Sustainability Officer
- May 2022: 'Introduction to Sustainability' module available for 2021/22 in 37 courses

across two colleges and over 170 students took the module

- August 2022: Funding awarded for development of SDG Mapping Tool and Methodology, creating a Showcase of SDG activity within SBE
- August 2022: Appointment to new position of Assistant Professor in Strategy and Sustainability in the J.E. Cairnes School of Business and Economics
- Sept 2022: Launch of vertically integrated projects in Designing Futures programme, including sustainability-focused projects with community partners
- Sept 2022: Introduction to Sustainability' module available for 2022/23 in 56 programmes across three Colleges

Professor Jamie Goggins gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

AS04, AS08 Biodiversity

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; We will set ourselves ambitious targets in the area of biodiversity protection.

Key deliverables

- Enhancement of biodiversity zones on campus – ongoing

- 10% reduction in water usage on campus by 2025 (from 2018 baseline) – in progress

Some major milestones since January 2020

- Sept 2020: University is awarded the Green Flag Award, an international award that recognises and rewards well managed parks and green spaces
- Nov 2020: University launches Water Stewardship Charter
- 2021/2022: Biodiversity initiatives across campus include wildflower, pollinator and habitat enhancement schemes, an orchard, additional bird boxes and bat boxes, and a 92% reduction in herbicides on sports pitches
- Feb 2021: Students' Union launches #SustainableMonday campaign with weekly environmental projects, e.g. beach clean-ups
- May 2021: New Diploma in Beekeeping launched in partnership with the Federation of Irish Beekeepers' Associations
- Feb 2021: Biodiversity Action Plan 2021-2025 published setting out 45 actions to protect promote and enhance biodiversity across our operation
- May 2022: Work commences on upgrading a number of courtyard and garden spaces with outdoor, non-commercial social seating and planting with pollinator friendly, permaculture and sensory plant themes
- August 2021: University announces Biodiversity Stewardship Programme in partnership with Kylemore Abbey

- Sept 2021: New MSc in Marine and Freshwater Resources: Management commences
- June 2022: Sub-group in conjunction with Leave No Trace Ireland has been established to progress the University as a Leave No Trace Accredited Training Centre.

Michelle O'Dowd Lohan gives her perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

AS05, AS21 Energy Efficiency and Outreach

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; 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.

Key deliverables

- Exceed the targets set out in the Public Sector Energy Efficiency programme – completed (and ongoing – 51.4% reduction on baseline in 22)

- Improvement in BER on a number of buildings through renovation and retrofitting prioritised buildings – in progress
- Initiatives that deliver greater energy efficiency and sustainability for our community partners – in progress

Some major milestones since January 2020

- Jan 2021: The University received ISO 50001:2018 recertification
- June 2021: €1.2m invested in infrastructural energy projects including expansion of Solar PV Installation, LED lighting and e-car charging points, and equipment replacement and improvement in control strategies across older building stock
- Mar-Sept 2022: Upgrade of ISS Data centre cooling systems with new Energy Efficient equipment reducing power and carbon for the data centres on campus
- Summer 2022: Upgrade of Steam plant in Bioscience building with new Energy efficient steam system reducing the power and carbon footprint of the Bioscience building
- Summer 2022: Upgrade of existing oil boilers serving Anatomy to new energy efficient gas boiler, reduction in Carbon footprint and fossil fuel use
- Sept 2022: Completion of €800k Áras De Brún Energy and Carbon Efficient Upgrade
- Aug 2022: Fabric upgrade of the roof of Áras Na Mac Léinn and the installation of solar PV installation to generate over 100kw renewable power to the building

- Oct 2022: University of Galway invests in safe geothermal GEOFIT project that will heat the Sports Centre swimming pool using sustainable energy

Michael Curran gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

AS06 Resource Planning

We will balance entrepreneurialism and prudence in our resource planning to ensure the financial stability necessary to achieve our ambitious goals.

Key deliverables

- Ongoing financial sustainability – ongoing

Some major milestones since January 2020

- June 2020: Support Services Fund award to four new College Finance and Business Manager posts
- June 2020: Support Services Fund award to establish Director of Compliance role
- June 2021: Support Services Fund award to establish role of Pensions and Investment Accountant

AS07 Sustainable Energy

We will set ourselves ambitious targets in the area of sustainable energy and carbon mitigation.

Key deliverables

- Reduction in energy usages across campus – in progress
- 45% reduction in energy usage based on 2005 baseline by 2025 – completed (and ongoing)
- 20% energy from sustainable sources based on 2005 baseline by 2025 – in progress

Some major milestones since January 2020

- June 2021: Support Services Fund award to develop Energy Management Plan and a roadmap to achieve Climate Action Plan goals
- 2021: 54% reduction in energy usage compared to 2005 baseline (includes 7% Covid-related drop in energy usage)
- 2022: 51.4% reduction in energy usage compared to 2005 baseline

Michael Curran gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

AS10 Sustainability Graduate Programmes

We will set ourselves ambitious targets in the area of graduate programmes focused on sustainability.

Key deliverables

- Increase in the number of graduate programmes with sustainability modules – in progress

Some major milestones since January 2020

- Jan 2020: 'Green Lab Principles and Practice' graduate module launched
- Sept 2020: First intake of MSc Agrifood Sustainability and Technology
- Sept 2021: First intake of MSc Marine and Freshwater Resources Management
- 2021: New sustainability-focused modules in CASSCS include International Development Policy and Practice, Contemporary International Development Practices, and Practical Research Project – where students conduct research primarily related to a SDG challenge

Tom Fitzgerald gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

AS11 Sustainability Research

We will set ourselves ambitious targets in the area of research outputs in the area of sustainability.

Key deliverables

- Increase in research output in the area of sustainability – ongoing

Some major milestones since January 2020

- Oct 2020: Launch of €10m 'People and Peatlands' EU Life Integrated project for environment and climate action with University of Galway as integral project partner
- March 2021: SOLAR2CHEM research project wins €4 million Horizon 2020 EU funding to produce sustainable chemicals from solar energy
- May 2021: €536k Horizon 2020 funding awarded to University of Galway researchers as part of EnergyPROSPECTS (PROactive Strategies and Policies for Energy Citizenship Transformation) research project
- July 2021: TAPAS research project wins €1 million SFI Future Innovator Artificial Intelligence for Societal Good Challenge, for its satellite imagery analysis tool to measure climate change adaptation in agriculture
- 2021: New Tracking System implemented to monitor research projects' alignment to SDGs

- Aug 2021: ICHEC contributes to the Sixth Assessment Report of the United Nations Intergovernmental Panel on Climate Change
- Dec 2021: SEAI provided €500k funding to researchers in MaREI at University of Galway to develop advanced wind energy technologies
- Jan 2022: The ACET project led by University of Galway and funded by SEAI (€450,000) will develop new data driven technology for more sustainable operation of wastewater treatment facility
- Feb 2022: The TIDAL-GES project received €600k from the University of Galway Global Challenges Project to advance renewable marine energy
- April 2022: University of Galway is part of the successful €16m NexSys Partnership Programme, a multidisciplinary energy research programme defining pathways to a net zero energy system
- June 2022: Establishment of the national Construction Technology Centre hosted at University of Galway with funding from Enterprise Ireland of €5m over 5 years
- Jul 2022: University of Galway awarded €750k as part of SAFE team funded by Horizon Europe which will develop new sustainable strategies, technology and guidelines for the marine and seafood economy

AS12 Green Labs

We will set ourselves ambitious targets in the area of Green Lab certification.

Key deliverables

- Green Lab certification of all laboratories on campus by 2025 – in progress (11 certified labs in 2022)

Some major milestones since January 2020

- June 2020: Strategic Fund award to support expansion of Galway and Irish Green Labs, enabling temporary hiring of Dr Claire Masterson
- Jan 2022: Molecular Parasitology Lab receives Green Lab certification
- May 2022: Carbohydrate Signalling Group awarded Green Lab certification
- June 2022: Six labs in Earth and Ocean Sciences awarded Green Lab certification.
- July 2022 Microbial Ecology Lab awarded Green Lab certification
- Aug 2022: HBB Pharmacology labs and Biological Mass Spectrometry Core Facility awarded Green Lab certification
- Aug 2022: My Green Labs approves pilot scheme for dry lab certification in University of Galway with funding in place for 7 labs to help get it off the ground

Dr Úna Fitzgerald gives her perspective on the key achievements, the changing context and the challenges ahead

in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

AS13 Sustainable Construction

We will set ourselves ambitious targets in the area of building design and sustainability.

Key deliverables

- Sustainable design implemented in new building design – ongoing

Some major milestones since January 2020

- 2020: BREEAM process used on design of Phase 2 Student Accommodation and certified 'Very Good' based on the use of GGBS Concrete, Waste management and reuse of excavated material, an environmental habitat and biodiversity zone, and outdoor teaching space, a focus on local supply chain minimising traffic, transport and carbon footprint including the structure manufactured in Galway, provision of roof top Solar PV panels
- 2022: BREEAM specified for use in design of Learning Commons, with a site selection study to identify the reuse of an existing developed brown field site
- 2022: HESIF Application identified the reuse of a brown field site for the proposed Medical School, with BREEAM certification a requirement if approved for funding.
- June 2022: National Construction Technology Centre established with

support from Enterprise Ireland, hosted by University of Galway who will provide the personnel, administration and institutional supports to the consortia (which also includes TCD, UCC and UCD)

Denis O'Connor gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

AS14, AS17 Waste Management

We will set ourselves ambitious targets in the area of waste management; and plastics usage.

Key deliverables

- Reduction in unrecycled waste – in progress (and ongoing)
- Reduce food wastage (kitchen and plate waste) by 50% by 2025 – in progress
- Ban specific single-use plastic convenience items including polystyrene food containers, cups and drinks containers – in progress

Some major milestones since January 2020

- 2021: Food waste bins introduced to all student accommodation buildings on campus; Binless Office waste segregation and recycling scheme roll out completed

- Oct 2021: 2-year Campus Living Labs Sustainability Project launched across university sector by IUA in partnership with the National Waste Prevention Programme (NWPP) of the Environmental Protection Agency (EPA)
- Nov 2021: New Green/Organic Waste collection and composting system introduced with help from Barna Recycling, creating a circular approach by returning composted fertilizer to campus to use on the grounds
- Jan 2022: Commenced reporting of Waste Data across entire campus – previously data excluded Student Residences and restaurants/bars/cafes
- April 2022: University of Galway ranked 5th globally in relation to SDG 12 Responsible Consumption and Production in the Times Higher Education Impact Rankings
- July 2022: Buildings and Estates partner with Aurora Leyton (PhD student of Environmental Leadership) and Dr Gesche Kindermann (Microbiology) to document our new Organic Composting process through thesis and short documentary film
- Aug 2022: University of Galway becomes first university in Ireland to partner with 2GoCup to encourage use of reusable coffee cups across all restaurants to be introduced

Dean Pearce gives his perspective on the key achievements, the changing context and the challenges ahead in

delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

AS15, AS16 Sustainable Consumption and Travel

We will set ourselves ambitious targets in the area of procurement; and travel and consumables.

Key deliverables

- All contracts/tenders incorporate green purchasing criteria – in progress
- Establish baseline transport carbon footprint by 2021 and reduce year on year – completed (and ongoing)

Some major milestones since January 2020

- June 2021: Strategic Fund award to upskill via Sustainability and Accessibility Procurement Initiative
- February 2022: Campus Community Travel Survey completed, key findings highlight potential positive impact of hybrid working on carbon emissions and also increased car use by students due to housing crisis
- June 2022: Business Travel report prepared for SEAI indicated that business car journeys (expenses paid for km's) reduced by 69% between 2019 and end of 2021. Air travel (km's) reduced by 93.5 % over the same period. However, both are expected to increase again post-Covid

- Sept 2022: Funding secured to update Agresso to add Carbon Intensity Data to Requisitions

Dean Pearce gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

AS18 Sustainable Technologies

We will set ourselves ambitious targets in the area of technologically enhanced work and study practice.

Key deliverables

- Increased access to learning and working technologies that reduces our carbon footprint – in progress
- Remote working policy – nearing completion
- Secure permanent College Learning Technologist posts – completed (and ongoing)

Some major milestones since January 2020

- April 2020: Whitaker Institute and Western Development Commission commence national survey into remote working preferences and practices
- April 2020: University hosts first ever Virtual Open Day

- Spring 2020: Large-scale training and upskilling programme for academic staff, with live online sessions, online content for self-study, guidelines on effective teaching online and in hybrid modes, much of this in partnership with the EDTL project
- July 2020: Remote Working Policy during COVID-19
- Sept 2020: New QA398 Personally Owned Digital Devices (BYOD) Policy approved
- Sept 2020: New QA399 Cloud Services Policy approved
- Sept 2020: New QA439 Wireless Access and Usage Policy approved
- October 2020: University Zoom licence launched
- Summer 2020 and 2021: Upgrade of large number of teaching venues to facilitate recording and live online class sessions
- Oct 2022: Approval to appoint three College Learning Technologists

Dr Iain MacLabhrainn gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

AS19 SDG Research

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.

Key deliverables

- Top university in Ireland in THE Impact Rankings by 2025 – completed (in 2022, and ongoing)
- Increased research output linked to UN Sustainable Development Goals – ongoing
- Mapping of Research across the University to SDGs – completed (and ongoing)

Some major milestones since January 2020

- Sept 2021: Tracker for mapping research aligned to SDGs initiated
- Oct 2021: Call for staff applications to €5 million Global Challenges fund
- 2021: Complete inventory of the institution's sustainability research completed using SciVal
- 2021: New tracking system developed by Research Office to link research to SDGs via grant management system
- March 2022: Global Challenges funding awarded to Tidal Energy project led by College of Science and Engineering

Professor Jamie Goggins gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

AS20 Sustainability Partnerships

We will scale sustainability successes beyond the campus by building sustainability partnerships with neighbouring communities, national bodies, and partners across Europe and the globe.

Key deliverables

- Achieve inaugural STARS award by 2022 and improve award rating by 2025 – completed (and in progress)
- Maintain An Taisce Green Flag status – completed (Oct 2022)
- Become active members in impactful international sustainability organisations – ongoing

Some major milestones since January 2020

- Sept 2020: The University selected to lead a HEA Energy Efficiency and Decarbonisation Pathfinder Programme, in conjunction with SEAI
- June 2021: University of Galway becomes a member of the EAUC – the alliance for sustainability leadership in education

- June 2021: University of Galway becomes a member of the Association for the Advancement of Sustainability in Higher Education (AASHE)
- June 2021: Climate Action Regional Office – Atlantic Seaboard North signed an MOU with University of Galway to develop nationwide education campaigns
- Oct 2021: The University becomes a member of the UN Academic Impact – a global network for sharing best practice between universities on addressing the SDGs
- Nov 2021: University is awarded a Sustainability Tracking, Assessment & Rating System (STARS) Gold rating by ASSHE
- Dec 2021: ENLIGHT Presidents endorse a joint sustainability engagement, committing the nine universities to being key contributors of sustainable development
- May 2022: University of Galway applies to the UN Framework Convention on Climate Change (UNFCCC) to become an official UNFCCC observer organisation at COP28
- June 2022: University of Galway is a partner in the United Nations (UN) Climate Change and Universities Partnership Programme
- Oct 2022: University holds national launch of Climate Action Week, which coincides with the University being awarded Green Campus status for a second time by An Taisce

Michelle O'Dowd Lohan gives her perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/sustainability

College Spotlight

Supporting research focused on the UN's Sustainable Development Goals in the College of Science and Engineering

In the College of Science and Engineering, we aim to draw from our interdisciplinary expertise to deliver impact, by sharpening the focus of our research and innovation using the UN SDGs as a blueprint to achieve a better and more sustainable future. This aligns with the University's core value of sustainability. We have set an ambitious target that by 2025, at least 70% of our research income, outputs and impacts will specifically relate to SDG themes. This is greater than the University's target and reflects our commitment to lead the transition to a sustainable future through innovation solution development.

To deliver our ambition, the College Strategic Fund has allocated €150,000 to establish a Sustainable Development Goal Research Support Fund. This will provide seed funding for approximately 15 multidisciplinary projects aimed at addressing SDG challenges and, in particular, will support researchers to pivot their research towards addressing these challenges by conducting pilot studies. An SDG-Ideation Workshop will

kick-start the fostering of interdisciplinary ideas and approaches.

The impact will be multifaceted. It will embed sustainability across our research, develop more SDG-oriented research, increase success rates in funding applications, foster transdisciplinary collaboration, establish leadership in sustainability research and innovation, and enhance external partnerships, thereby enabling us to deliver on our strategic objectives.





Excellence

Excellent University of Galway

Professor Pól Ó Dochartaigh, Deputy President and Registrar

Barely was the Strategic Plan launched when Covid hit us and forced us off campus, necessitating a rapid adjustment to teaching methodologies that were needed to replace in-person teaching. Having learning technologists in place was essential to ensuring that academics could deliver effective teaching. Exams moved online or were replaced by other forms of assessment, including coursework and open book exams. Classes moved online and were supplemented with additional technological resources.

During 2021 we engaged in widespread consultation across the entire University aimed at developing the University's first-ever Academic Strategy. This was approved in early 2022 and will be launched on 6 Dec under the University's new name by TD Paul Kehoe, Chair of the Oireachtas Education Committee.

Among the significant developments are a real desire that teaching evolve and incorporate some of the best elements of the technologies that were used during Covid, supplementing the on-campus experience. Learning and teaching will evolve, but will still be rooted in the on-campus experience. The Student Digital Pathways project will also be a significant enabler of flexible and modern approaches to learning and teaching, and

part of that is significant investment, much of it already committed, in technological enhancements of classrooms across the campus. Above all, investing in the development of our own staff is central to ensuring that teaching and learning are of the highest quality, and to this end we are investing in new posts in academic staff development, learning technologies and academic integrity.

At the core of our strategy are peer supports, academic skills supports and curricular innovation. A major milestone was the Designing Futures project led by the Dean of Students, which was awarded €7.5M in October 2020 from the national Human Capital Initiative fund, and which was officially launched in January 2022. The Galway graduate, as part of this initiative, has access to transdisciplinary modules which will enhance their learning and their development as citizens, something that is also addressed by the increase in the number of modules that feature some aspect of sustainability.

Our flagship project in teaching and learning, which will also be a major resource for research, is the Learning Commons project, a €60 million investment in building a state-of-the-art facility in which students can

maximise their potential for learning, both individually and collaboratively. This projected is aiming for completion by 2026 and it will transform the learning experience of students.

See below for updates on major strategic initiatives, including:

- Learning Commons
- Research Institutes
- Research Ecosystem
- University Rebrand
- Designing Futures

Excellent University of Galway

Professor Jim Livesey, Vice-President: Research and Innovation

The Covid-19 pandemic had a hugely disruptive impact on our community's capacity to research, most notably in early 2020 when laboratories, offices and other research facilities were closed. However, the ways in which our researchers adapted to overcome these challenges and collaborated with others to address the pandemic were truly inspirational. Experiencing a global pandemic has allowed the world to better understand how important public research and innovation is to the fabric of our lives, and how valuable in serving society.

The pivot towards challenge-based research at European, national – and institutional – level is, therefore, timely. The demand of challenge-based research is more radical than applied research. Grand challenges, such as the response to climate change, demand a rich and deep research ecosystem. At the University of Galway we need to reinvest in our deep research capacity to take on these radical questions. We have to engage with the development of the new national research strategy and be ready to respond to increased ambition to extend the national research system.

We have had early successes in the new Horizon Europe research funding programme, and through our Global Challenges Fund the University is

investing in research that has genuine transformative potential in six areas where we know we can have impact. Our first award was in the area of ocean and coastal health, with the funding of a community-engaged marine renewable energy project. I look forward to future awards in the other global challenges of antimicrobial resistance, decarbonisation, democracy, food security and human-centred data.

Through our Research and Innovation strategy, we have articulated our focus for the coming years. I look forward to working across our research community, our university and beyond to see that vision through. Together, we can reshape our university to make it easier for researchers to develop and to do what they are best at. This begins with developing an integrated planning and budget model that will ensure the appropriate level of funding for research activity at every scale across the University. And it continues by investing in a supportive environment that enables staff and students to undertake excellent research and innovation, and develop specific targets for research impact in the context of sustained and rewarding careers.



AE01 People Strategy

We will develop and implement a People Strategy to enable colleagues to reach their potential and support University of Galway to achieve its ambitions, which includes a structured programme for staff training, development and mentoring.

Key deliverables

- People Strategy launched and implemented – in progress
- Staff coaching pilot programme completed and evaluated – in progress (Head of Staff Coaching pilot project now in place)
- Staff coaching programme established by 2025 – in progress (pilot to commence shortly)

Some major milestones since January 2020

- Oct 2020: University awarded HR Excellence in Research by the European Commission
- 2021: New QA146 Recruitment and Selection policy approved
- June 2021: Support Services Fund award to support Professional Services Job Sizing scheme
- June 2021: Strategic Fund award to initiative aimed at Cultivating a Coaching Culture
- Dec 2021: Introduction of new mentoring procedure with training for mentors and mentees ongoing

- May 2022: Job Sizing application process launched
- May 2022: Launch of HR Business Partners collaborative online learning sessions for managers on various topics from conflict management to active listening

AE02 Student Recruitment and Transition

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.

Key deliverables

- Student Success Strategy and Implementation Plan – nearing completion
- Student Digital Pathways Programme – in progress
- Student Recruitment and Outreach Strategy – in progress
- Campaigns to attract high achieving students to apply to and enrol in University of Galway – in progress
- Planned and managed growth in student numbers to take account of portfolio mix – including monitoring of HEA Compact targets and reporting on longer term student projections (5/10 years) – in progress

- Relaunch enhanced University of Galway Excellence Scholarships programme – in progress
- Review the current suite of digital learning tools including the VLE, digital video management, interactive authoring software, etc, and select a core bundle/suite – in progress

Some major milestones since January 2020

- 2021: Appointment of Student Advisors to all Colleges and Schools
- Sep 2021: Launch of Student Enquiry Centre and development of the CARA chatbot
- June 2021: Appointment of Student Success Manager to coordinate development of Student Success Strategy
- 2021: Appointment of Student Success Coaches in CASSCS and CSE
- Nov 2021: Student Digital Pathways team signs up to the EduCampus sectoral framework agreement awarded to DXC Technology for the design, implementation and ongoing support for a Student Record Management System using Ellucian Banner 9+ technology
- 2022: Appointment of Student Support Manager and Student Coaching Manager
- January 2022: Official launch of the Designing Futures programme
- May 2022: Student Services Business Plan approved by UMT
- September 2022: Draft Student Success Strategy, structured around four pillars of student success, approved in principle by UMT subject to resourcing

- August 2022: SDP Procurement & Design complete for Curriculum Management & Design, Academic Year Scheduling and Student Placement
- October 2022: Go-live of enhanced functionality in CRM Recruit, a solution used to support student recruitment and admissions
- October 2022: Workshops to agree High-Level Design of Student Digital Pathways solution

Jane Ennis gives her perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/excellence

AE03 Academic Skills

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.

Key deliverables

- All first-year students will experience peer assisted learning through CÉIM – in progress
- Encourage wider use of peer-assisted learning and learning communities beyond First Year – in progress
- Develop and resource a sustainable integrated student learning support service that connects the Academic Writing Centre, SUMS, CÉIM, the

Academic Skills Hub, Library, Student Services – in progress

- All students to have experience of research or research-like activities as part of their programme of study – in progress
- Develop a small set of university-wide modules on key topics such as Sustainability and the SDGs, Leadership and Cooperation, skills and employability, issues pertinent to society, and other identified areas – in progress (in the context of Designing Futures)
- CMNHS: Develop clinical simulation facilities and digital technology supports – completed

Some major milestones since January 2020

- Oct 2020: 'Designing Futures' project (formerly ASPIRE) awarded €7.5m Human Capital Initiative funding
- Sept 2021: CÉIM was piloted in Science
- Sept 2021: Three transdisciplinary elective modules made available to students: Introduction to Sustainability; Megatrends; and Communicating through Storytelling
- Dec 2021: The number of students offered CÉIM increased by 324 (15%) this semester
- March 2022: Clinical simulation and interprofessional education facility developed in partnership with Saolta University Health Care Group
- July 2022: Appointment of Lecturers in Transdisciplinary Learning and Transdisciplinary Research

- Sept 2022: Five additional transdisciplinary elective modules made available to students: Design Your Life; Design Thinking; Scalable Technology-based Innovation; Digital Citizenship; Global Engagement
- Oct 2022: HEA funding approved for five projects to enhance the teaching and learning environment
- Oct 2022: Approval to appoint three College Learning Technologists

AE04 Teaching Excellence

We will invest in and extend the reach of development programmes for all who teach or support excellence in student learning across our university.

Key deliverables

- Increased access to development programmes for colleagues in teaching and learning – in progress
- Produce and publish guidelines and training materials on aspects of learning design and good practice in the management of programmes – in progress
- Develop a scoping tool/process for Colleges to undertake a review of assessment practices across their programmes – initial version March 2023 – in progress
- Develop a comprehensive professional development framework in academic practice – by May 2023 – in progress
- Expand enrolment on CELT programmes and courses, including making opportunities available for professional staff who support teaching and learning – in progress

- Provide regular seminar programme throughout the academic year, specific workshops, and re-instate the annual TandL Conference – completed (and ongoing)
- Implement a Teaching and Curricular innovation scheme with small-scale funding for projects based on innovation in teaching, learning, curricular design, or assessment – (in progress) via SATLE funding from National Forum/HEA

Some major milestones since January 2020

- 2020-2022: Completion of a number of SATLE funded projects, which have resulted in recommendations for policy and practice (including, for example, on UDL and inclusive teaching)
- Feb 2020 onwards: Participation in the Erasmus+ CUTE (Competencies in Universities for Technology in Education) project
- Spring 2020: New CELT SharePoint Communications site with wide range of teaching related materials and supports, including links to online training modules on aspects of teaching, course design, and assessment
- Autumn 2020 onwards: Weekly series of webinars and workshops on aspects of teaching and learning designed to support the continuing professional development of academic and support staff

- 2021: New and revised modules on the CELT PgDip programme covering a range of topics from Teaching Online to Supporting Student Success
- Aug 2021: New self-assessment tool for educators in higher education to note and reflect on their confidence and skill levels in using a wide range of technologies in teaching, based on the European Digital Competence Framework for Educators
- Dec 2021: Approval of the new Academic Strategy, with a strategic priority area in Developing and Empowering our Staff
- July 2022: Recruitment of an additional Lecturer in Teaching and Learning in Higher Education/Academic Practice to contribute to CELT programmes for academic staff

Dr Iain MacLabhrainn gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/excellence

AE05 Teaching Policies

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.

Key deliverables

- Policy for the design and operation of new programmes – completed
- Academic Integrity Policy by July 2022 - completed
- Academic Integrity awareness training for all students (including online materials) – completed (and ongoing)
- Revised policy and guidelines on assessment and examinations (including online, open book, practical, oral, etc).
- Report on provision of an assessment management platform by July 2023
- Ensure training, CPD, leadership, and mentoring are appropriately incorporated into workload models and career planning / progression – in progress

Some major milestones since January 2020

- Spring 2020: New CELT SharePoint Communications site with 'one stop shop' for all policies related to teaching, learning, assessment, and curricular design
- Dec 2020: New QA209 Extenuating Circumstances Policy approved
- Summer 2021-Summer 2022: Active engagement in the National Academic Integrity Network and contributions to their published Lexicon and Guidelines documents, in partnership with the QQI
- June 2021: QA050 New policy on Curriculum Design and Management of programmes, which incorporates good practice in learning design

- Sept 2021: New online training materials for students on Academic Integrity and Contract Cheating – now widely used/ adapted in other institutions
- Dec 2021: Approval of new Academic Strategy which outlines detailed actions and deliverables on all aspects of teaching, learning, and assessment
- March 2022: Working Group on Work Allocation Models established by the DPR with a view to reviewing and developing the existing Workload Allocation Models
- June 2022 Approval of new policy on Academic Integrity
- July 2022 Approval of funding (Strategic Fund) for a new post of Academic Integrity Officer
- July 2022: New policy QA135 Engagement of Graduate Teaching Assistants is approved by UMT

Dr Iain MacLabhrainn gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/excellence

AE06 Library Development

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.

Key deliverables

- New Library building under construction, with firm completion date – in progress

Some major milestones since January 2020

- Aug 2019: HESIF Funding approved
- June 2020: Project Management Team appointed for original regeneration project
- October 2020: Stakeholder engagement process underway
- Dec 2020: Design Team procurement completed for original regeneration project
- April 2021: Learning Commons Project Senior Stakeholder Group convened by University President
- March 2022: Decision taken to change from a transformation of the existing James Hardiman Library building to the construction of a new Learning Commons, offering significant benefits for student experience, sustainability, community engagement and futureproofing
- July-August 2022: Series of study visits undertaken to buildings in Ireland, UK and US to inform design of new building
- Nov 2022: Procurement of Single Point Design Team for new project almost completed

John Cox gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/excellence

AE07 Research Institutes

We will invigorate our research institutes to ensure our continued impact and support high standards, using this strategy and values as our lens.

Key deliverables

- Develop shared criteria for the creation and assessment of Research Institutes – completed (and ongoing)
- CMNHS: Create one or more Research Institutes that will integrate and enable collaboration opportunities across the College, wider University and with clinical and industry partners

Some major milestones since January 2020

- Feb 2021: Government commits to significant reinvestment in CÚRAM
- 2021/22: Establishing the governance/ management structures for institutes in accordance with policy QA508
- April 2022: Academic Council adopts recommendation for establishment of two new Research Institutes in the areas of:
 - Medical Technologies and Advanced Therapeutics Discover (primarily affiliated with CSE)
 - Innovative Translational Clinical Trials (primarily affiliated with CMNHS)
- Oct 2022: Interim funding approved for development of ILAS
- Oct 2022: UMT Working Group on Research Governance and Funding

AE08 Research Support

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.

Key deliverables

- Increased investment in research supports and facilities – in progress
- An integrated planning and budget model that will ensure the appropriate level of funding for research activity at every scale across the university – in progress

Some major milestones since January 2020

- Feb 2020: New QA510 Management of the Research Funding Lifecycle policy approved
- June 2020: Support Services Fund award to four new College Finance and Business Manager posts
- Oct 2020: Research Accounts team reconfigured and expanded
- June 2021: Support Services Fund award for Research Accounting Office Capacity Building; to establish a consolidated Research and Innovation Legal, Contracts and Grant Registration Team; and to expand HR Research Support
- Sept 2021: Procedure for costing staff time into research proposals and subsequent transactions in research accounts formally documented and approved

- Sept 2021: Formal launch of Research Community Portal with information on funding opportunities, research community news, impact, etc.
- Oct 2021: QA311 Research Overhead Allocation Policy and Procedure documented and approved
- Nov 2021: 54% increase in our investment in new Hardiman Scholarships
- Nov 2021: Appointment of Director Research Accounts to lead the Research Accounts Office
- Nov 2021: Formal sign-off on Post Proposal Form (PPF) requirements
- Other 2021 improvements:
 - Additional three FTE appointed within Research Accounts Office supporting research finance (effectively a 25% increase in team size)
 - 2 FTE expansion in contracts support in Research Office
 - 1 FTE research support invested in post-award, nucleus of developing unit
 - Committee to oversee the implementation of the research overhead allocation established
 - Agreement with Deans to expand Teaching Equipment Fund to Teaching and Research
- Feb 2022: Working group developed Researcher Career Report for consideration by UMT
- Summer 2022: Repair and replacement disbursement to the Colleges from the Teaching and Research Equipment Fund to support Core Facilities

Professor Garry Duffy gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/excellence

AE09 EU Research Agenda

We will sharpen our focus on the European Union's research agenda to maximise funding opportunities, consistent with our mission to serve society.

Key deliverables

- €150 million research funding from EU programmes (2021-2027) – in progress (as tracked in the Balanced Scorecard)
- ERC success rate growth to 15% – in progress (as tracked in the Balanced Scorecard)

Some major milestones since January 2020

- Dec 2020: University marks €100 million EU funding milestones – achieving target set in Vision 2020 strategic plan
- Dec 2020: 11 ERC awardees in Horizon 2020 (8 Starters and 3 Consolidators) exceeding target
- Dec 2021: University marks record annual research expenditure of €70.9m
- June 2022: High levels of engagement by research community in the new 2021-2027 European Research programmes resulting in 59 successful applications by mid-2022

- June 2022: 16 new University of Galway-led EU funded research projects awarded from the 2021- 2027 EU RandI Programmes, 12 of these are multi-partner international collaborative research projects
- June 2022: University of Galway researchers receive four awards under the new European Innovation Council (EIC) instrument

Louise Hannon gives her perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/excellence

AE10 Graduate Research

We will establish graduate schools in distinctive research priority areas and align our postgraduate programme development with the work of our interdisciplinary research institutes.

Key deliverables

- Colleges to review their portfolio of programmes and to identify opportunities for enhancement, consolidation, new programme possibilities, and to revise structures – in progress
- CASSCS: Establish an internationally distinctive College Graduate School, with first intake of students in 2022/23 – under review
- CSE: Centre for Research Training model rolled out across each of our research institutes, drawing on external CRT funding – delayed (awaiting CRT funding)

Some major milestones since January 2020

- Pilot project establishing College-aligned research seminars for PhD researchers in CBPPL and CMNHS in 2020/21, led by the Vice-Deans of Graduate Studies and supported by the Researcher Development Centre
- College-aligned research seminars expanded across all four Colleges in 2021/22
- Collaborative IUA programme of seminars on research supervision established in 2021/22

Tom Fitzgerald gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/excellence

AE11 Research Excellence

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.

Key deliverables

- 25 Spin-outs (2021-2025) – in progress (as tracked in Balanced Scorecard)
- 30% increase in industry research agreements (2021-2025) – in progress (as tracked in Balanced Scorecard)

- Increased engagement with employers in medtech, data science, culture and creativity, climate and oceans, public policy, and innovation in our city and region – in progress

Some major milestones since January 2020

- July 2020: Three University of Galway Start-Ups named Health Innovation Hub Ireland's Health Innovations 2020
- July 2020: University of Galway researchers and company partners awarded over €10.3 million in Disruptive Technologies Innovation Fund
- Oct 2021: Call for staff applications to €5 million Global Challenges fund
- Dec 2021: Four new medtech companies - Tympany Medical, FeelTect Medical, Endowave, and Symphysis Medical - were registered as spin-outs from University of Galway in 2021
- Jan 2022: Pilot of 'Creativity Inc.' module in the Discipline of Drama to engage students in designing opportunities for creative sector innovation
- March 2022: Global Challenges funding awarded to Tidal Energy project led by College of Science and Engineering
- June 2022: Strategic Fund award to establish Global Centre for Creative Technologies
- Nov 2022: First AIMDay (Academic-Industry Meeting Day) encourages partnership for knowledge exchange with the Creative Technologies sector
- Nov 2022: Projects involving University of Galway researchers, supported

through the BioInnovate programme, secured more than half of the €40 million funding available in the the Government's latest Disruption Technology Innovation Fund award

AE12 Research Partnerships

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.

Key deliverables

- Increased engagement with national and international partners – ongoing
- Initiatives through ENLIGHT European network – in progress

Some major milestones since January 2020

- March 2021: Cúram launches three new RandD Partnerships across Ireland, the US and Northern Ireland: the Cardiac Organoid Systems Partnership, the Global Cell Manufacturing and Delivery Partnership, and US-based biotechnology company, Factor Bioscience
- March 2022: University of Galway and Ulster University lead €4 million Atlantic Innovation Corridor project funded by HEA North-South Research Programme and in partnership with UL and ATU to advance understanding of region and foster sustainable innovation

- May 2022: University of Galway co-hosted the first ENLIGHT European Dialogue with Uppsala University, in an event that brought cities, universities and students together to discuss current challenges in sustainable urban development.
- June 2022: Establishment of the Enterprise Ireland-funded Construction Technology Centre hosted at University of Galway in partnership with Irish Green Building Council, TCD, UCC and UCD to accelerate research and innovation within the construction and built environment sector
- August 2022: New research collaboration between University of Galway and Massachusetts Institute of Technology prevents build-up of scar tissue around medical devices
- June 2022: Establishment of the Galway Hydrogen Hub (GH2), a consortium of seven members (University of Galway, the Port of Galway, CIÉ Group and Bus Éireann, Aran Islands Ferries, Lasta Mara Teo, Aer Arann Islands, and SSE Renewables) in Ireland's first Hydrogen Valley
- May 2022: University of Galway is one of eight HEI partners in Nexsys, a €16 million SFI-funded strategic research partnership to deliver energy system integration to decarbonise the energy sector in collaboration with industry partners EirGrid, ESB, Eirvia/ Gas Networks Ireland, CIE, RWE, SSE, Electric Power Research Institute (EPRI), Atlantic Hub and Davy

Aengus Parsons gives his perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/excellence

AE13 Showcasing our Impact

We will develop a compelling content programme to showcase the outcomes and impact of our research and innovation, nationally and internationally.

Key deliverables

- Expansion and restructuring of Development directorate – in progress
- Impactful content showcasing University of Galway achievements – in progress
- Research Impact Initiative – established
- Research Impact case studies process embedded across Colleges – completed (and ongoing)
- Fully integrate engagement and impact into research development and assessment – in progress

Some major milestones since January 2020

- February 2020: Research Impact Officer appointed as part of a Research Impact Pilot Initiative
- July 2020: Project Purpose, People, Place launches a dedicated website to showcase how our Research and Innovation Community mobilised in the face of a global pandemic

- Dec 2020: A new video call system that connects ICU Covid patients with their families won a Knowledge Transfer Ireland (KTI) Impact Award
- March 2021: Publication of the first set of Research Impact Case Studies to illustrate the depth of University of Galway's impact across diverse research areas
- June 2021: Support Services Fund award to develop Cois Coiribe – creating a University Digital Publishing Platform Brand
- July 2021: Launch of University of Galway's Research Impact Toolkit, developed in partnership with the National Research Impact Working Group
- Nov 2021: University of Galway named University of the Year 2022, in large part for our impact and innovation in tackling the Covid-19 pandemic
- Jan 2022: University of Galway researchers are profiled in RTE's 'Change Makers' series
- Dec 2021: Published Cois Coiribe Online Winter edition – AI and Human Creativity
- March 2022: Publication of further Research Impact Case Studies to illustrate the depth of University of Galway's impact across disciplines and against SDGs
- April 2022: Udarás na hOllscoile approves new name for the university: Ollscoil na Gaillimhe – University of Galway
- July 2022: Published Cois Coiribe Online Summer edition – Sustainability
- Aug 2022: University of Galway joins 'The Conversation' – an online platform that connects journalists and the public with the work and expertise of our researchers

Ruth Hynes gives her perspective on the key achievements, the changing context and the challenges ahead in delivering on this Flagship Action at: www.universityofgalway.ie/strategy2025/excellence

College Spotlight

A new Centre for Creative Technologies in the College of Arts, Social Sciences, and Celtic

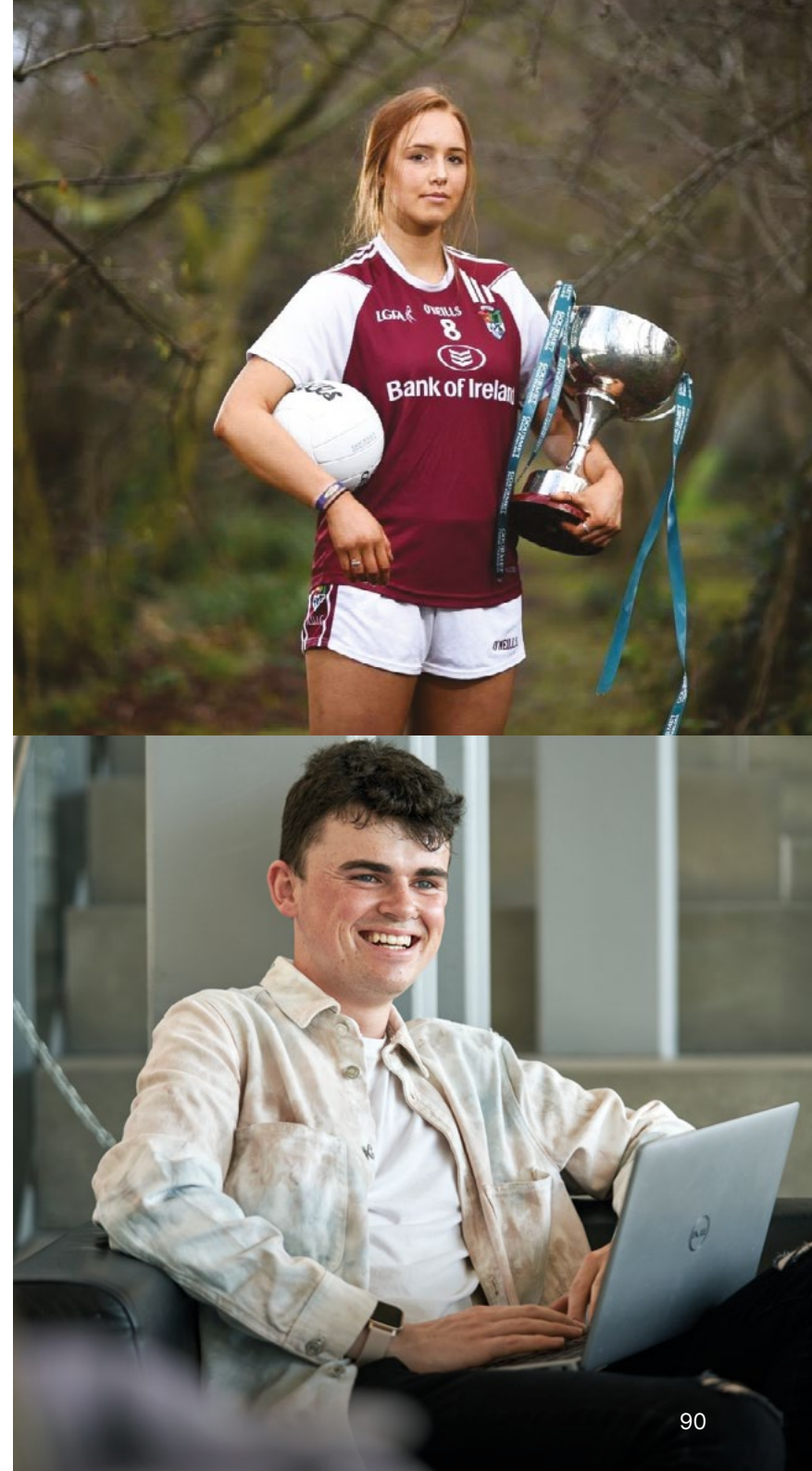
The College of Arts, Social Sciences and Celtic Studies was awarded €1 million in university strategic funding to establish a new Centre for Creative Technologies, to be based in the Moore Institute.

The University of Galway has made this strategic investment in the area of Creative Technologies, with the aim to engage in research that will critically reflect upon the intersections between creative practice and technologies, including in such areas as Augmented Creativity, Immersive Technologies, Artificial Intelligence, etc. This area of research is framed within pillar one of the College's Strategic Research Areas; Creativity, Culture and Inclusion.

The project will draw on the College's existing strengths in the creative arts, especially in such areas as Digital Media, Film, Music and Theatre Studies, and will also seek to build links with relevant activities and initiatives throughout the College and University.

A new graduate programme will be developed in Creative Technologies, with three funded PhD posts beginning in September 2023. This initiative will include training opportunities for staff in Creative Technologies as well as developing a series of research events for members of the College and wider University.

The project will also seek to interact with existing and new university partners, creative partners and industry. It will enhance the unique contribution the College can make towards building Galway's reputation as an internationally recognised centre for excellence in culture and creativity.





Read the strategy online, and explore
updates and additional video material at:
universityofgalway.ie/strategy2025

t +353 91 524 411
e info@universityofgalway.ie
w universityofgalway.ie

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