



OLLSCOIL NA GAILLIMHE  
UNIVERSITY OF GALWAY

# Shared *vision*, shaped by *values*

Strategic Plan 2020–2025



# University of Galway at a glance

Our university has been inspiring minds since 1845.



## PEOPLE



**19,070**  
students

**2,777**  
staff

**110,000**  
alumni worldwide

**1,394**  
students on work placement

**98%**  
of students in employment or further study

**3,165**  
students volunteering in the community since 2017

Athena SWAN  
**Bronze Award**

50 years encouraging lifelong learning through the **Centre for Adult Learning and Professional Development**

20 years breaking down barriers to education through the **Access Centre**

**University of Sanctuary** designation in 2019

## GLOBAL



**3,308** international students (17%) and **483** international staff (17%) from 122 countries



Research collaborators with **3,267** international institutions in 114 countries

**59.7%** research papers co-authored internationally



275 University of Galway students on **Erasmus programmes**

# INVESTMENT AND INFRASTRUCTURE



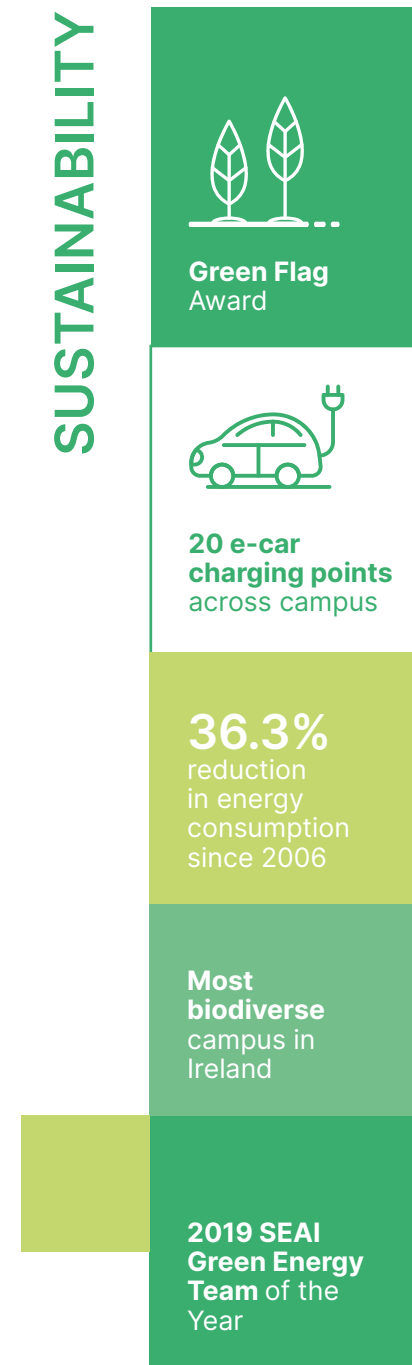
# RESEARCH AND INNOVATION



# REPUTATION



# SUSTAINABILITY







# Introduction from the *President*

We present in this strategy our purpose, evoking also our sense of people and place.

In developing our strategy for the next five years, we started with why, reaffirming our public role as a university in our region and for our world. The process that underpins our strategy is vital to its outcome and to the culture and the sense of community and belonging that will make it real. As a university community, we are distinctively shaped by our values as a powerful and profound root-source of our behaviours — values that emerged through broad and inclusive consultation with our students, staff and other stakeholders. Those values shape the research that drives us, the teaching we share, the support we give and our engagement in the world and for the world.

The greatest of these values is **respect**. Respect for people, our purpose, our place and our planet. Respect and kindness for each other. Respect for both teaching and research as central to our mission. Respect for the evidence and for the literature. Respect for knowledge and for its purpose in the world. Respect for equality, for inclusion and for diversity in all its forms. We strive to empower our people to be their best selves. This is full of possibilities, offering different perspectives and different and sometimes discordant voices in the face of the problems and opportunities of our world.

In his poem *An tEarrach Thiar* (Springtime in the West), evoking his people and place, Máirtín Ó Direáin writes

*Currach lán éisc  
Ag teacht chun cladaigh  
Ar órmhuir mhall  
I ndeireadh lae;  
San Earrach Thiar*

A currach full of fish  
Coming to shore  
On a slow, gold sea  
When day is done:  
Springtime in the West

Translation by Frank Sewell

Our value of **excellence** is a corollary of respect. We give respect to others by our high standards in research, teaching, support and engagement, which we uphold in our everyday. With excellence, we serve our mission for our students and for society. Anything less than excellence sells them short. We have a regional remit and an international ambition and we see these as also hand-in-hand: we serve our region, our students and our society best through high standards. We also recognise that excellence is a journey and not a destination and, as a learning institution, we relish the opportunity to seek new solutions and better ways.

In doing so, we are **open** to the world. We recognise that we cannot achieve our ambitions alone. We are a university with no gates. When darkness comes, we don't close. Openness means we welcome friends and strangers in. It also means we go out, seeking new and deeper research co-operation, new ideas, new partnerships, new communities, and new ways of engaging. We stand with the dispossessed, those on the periphery, in dialogue with the powerful and the powerless. This is a strength of disposition that replenishes and sustains us and our varied communities.

Our value of **sustainability** comes most strongly from our students, the generation that faces climate change most vividly. Our students demand that we leave the world in a better place than they found it, a responsibility of us all. In our research, teaching and engagement, and in our actions, we are committed to being an exemplar of climate action, for and with our sector and other organisations in our region. Acutely aware of our place in the world at this time and in this place, we are committed to the sustainability of our climate and determined to make a difference. We also cherish our role as a university, as an educational institution, sustaining our communities and the next generation of citizens and of knowledge, for our students and for our society.

On the edge of the Atlantic Ocean, between land, river and sea, between the Burren and Connemara — idir Ghaeltacht agus Ghalltacht — looking outwards towards Europe and North America, University of Galway is an in-between place. In in-between places new departures are often found.

As a university community, we have made substantive progress in achieving the objectives set out in our previous strategic plan “Vision 2020”. Thanks to our collective efforts, we have achieved important improvements in, for example, research quality, funding and impact; student recruitment, diversity and satisfaction; and in gender equality. This is work as yet unfinished ... and the responsibility of us all.

With our people, from this place and for this place, we set out here our purpose. This is our harvest for our students and our society. Together we are a *meitheal* to bring it in.

Tá currach lán éisc anseo ag teacht chun cladaigh.  
San Earrach Thiar.



**Professor Ciarán Ó hÓgartaigh**  
University of Galway President





*Shared vision,  
shaped by values*





## Why we are Our mission

### **University of Galway is for the public good.**

University of Galway belongs to the people. We are here for our students, our society and our planet. We are distinctive for our transformative and impactful teaching, research and innovation, our inclusive student experience, and our passion for culture and creativity. By engaging in our region, nationally and across the world, we deliver sustainable societal change.

### **University of Galway is a university for our time.**

We are dedicated to nurturing global citizens and addressing key questions facing the world. We recognise how critical this moment is for our planet, and our students demand that we respond to the challenges through our research, teaching and actions. We invest in our students and research community, confident that they will be the critical thinkers, entrepreneurs, social activists, public servants and innovators of the future.

### **University of Galway is globally distinctive and research-driven.**

We are a wellspring of creative energy and believe in the transformative power of knowledge. Like all great discoverers and adventurers, we look with curiosity over the horizon. We build on the unique strengths of our people, purpose and place for the benefit of individual, societal and environmental wellbeing.









# Where we are going

## Our vision

**University of Galway will be a driver of transformational change for our people, our region and our world.**

We will think globally by inspiring, celebrating and advancing the critical role that our University has in delivering sustainable development. And we will act locally by empowering our people, investing in our purpose and engaging with the distinctive needs of our region.

**We will create a distinctively values-based culture, which has excellence, ambition and the wellbeing of our communities at its core.**

Our vision will be guided by our core values of respect in our actions, excellence in our work, openness in our outlook and sustainability in our approach. Distinguished by kindness and a commitment to equality, this culture will empower our people to thrive.

**We will harness our distinctive strengths and creative energy to deliver significant and sustainable societal impact.**

Our University is at the heart of a distinctive city and region, renowned for its culture, creativity, technology and innovation. Drawing on these distinctive strengths will set us apart internationally. We will stimulate the creative potential of our students, staff, alumni and wider community to advance our teaching, research, innovation and engagement in and for the world.

# University of Galway has been inspiring minds since 1845 as a research-led university.

Ours is one of the oldest and largest universities in Ireland. Beginning with just 68 students, our campus community now numbers over 21,000 students and staff, and our 110,000 alumni are located in over 100 countries across the world. From humble beginnings, today we are counted among the Top 300 universities in the world according to the most prestigious rankings<sup>1</sup>, positioning us in the top 2% globally.

University of Galway is an international university with global ambition, but with deep roots in our region and nationally. Our location on the very edge of Europe gives us a unique perspective. Our university is at the heart of a distinct and vibrant region, renowned for its unique culture, creative industries, medical technologies, marine ecology and economy, and our innovation. We work in partnership with business, industry and government to provide the graduates, skills, knowledge and innovation that drive entrepreneurialism, employment and growth in our region.

Ours is a global perspective and our University contributes greatly to the diversity and dynamism of Galway, the most international city in Ireland. With over 3,300 international students and 480 international staff from 122 countries, we are rightly proud of the contribution and vibrancy they add to our campus and wider communities. Through our teaching and research, we attract and develop talent from around the world to address global challenges. Our international impact is strengthened by our alumni network, along with our partnerships and collaborations with leading international universities and organisations around the world. The global impact of our research is evident in the number of our international research collaborations, and the fact that we are home to five of the most highly cited researchers in the world.<sup>2</sup>

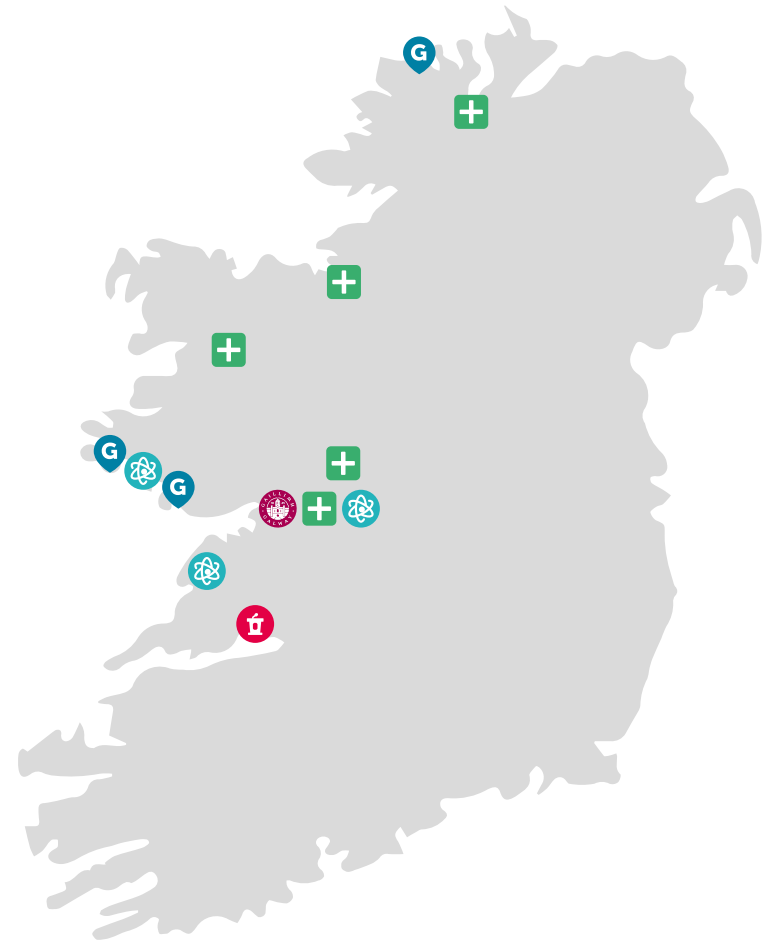
We are a comprehensive research-led university with a breadth and depth of teaching and research across the sciences, social sciences and humanities, delivered through four Colleges, 19 Schools, five Research Institutes and a range of research centres and clusters. Our regional footprint is the largest in Ireland spanning the Atlantic seaboard.

**University of Galway is an international university of global ambition, but with deep roots in our region and nationally.**

<sup>1</sup> QS and Times Higher Education World University Rankings.

<sup>2</sup> According to Clarivate Analytics.





-  Regional Campuses
-  Research Sites
-  Medical Academies
-  Gaeltacht Centres









## Our communities

University of Galway is a community of scholars and students, with a reach that expands far beyond our campus. Throughout this plan, we affirm our commitments to the diverse communities of staff, students and partners that make us what we are. We value the important role they play in our shared achievement, on and off campus.

Our first priority is to our campus community of over **19,000 students** and over **2,700 staff** studying and working in locations as far south as Shannon, Co. Clare, as far west as Carna, Co. Galway and as far north as Gaoth Dobhair and Letterkenny, Co. Donegal.

Recognising the contributions they have made to our university in the past, and their continued investment today, we will engage with our **alumni** and **retired staff** in order to shape and support our future.

We have a long tradition of partnerships with **community groups and organisations** in the Galway region and wish to find new ways to deepen that cooperation in future in an open and inclusive way.

We will enhance our network of **business, industry and employers** to ensure our graduates, courses, research, innovation and facilities are primed to benefit the economy of our region and country.

We will partner with and support **cultural and creative organisations**, regionally and nationally, to celebrate our distinctive culture and make cultural expression available to all.

We will actively engage with **government, state bodies, development agencies, the Saolta hospitals group and other educational institutions** to maximise our contribution to regional and national development.

We look out to the world with ambition. We will establish new strategic alliances with **European and international partners** and strengthen existing ones to maximise the reach and impact of our teaching, research and innovation.

## The *Meitheal*<sup>3</sup> model

This strategy was developed through sustained and meaningful dialogue with our communities, inside and outside the University. Achieving our goals will require continued engagement to ensure we deliver on this shared vision. We will use a meitheal approach to partnership — engaging directly and openly with our distinct communities as a means of enhancing trust and co-operation in decision-making in our University.

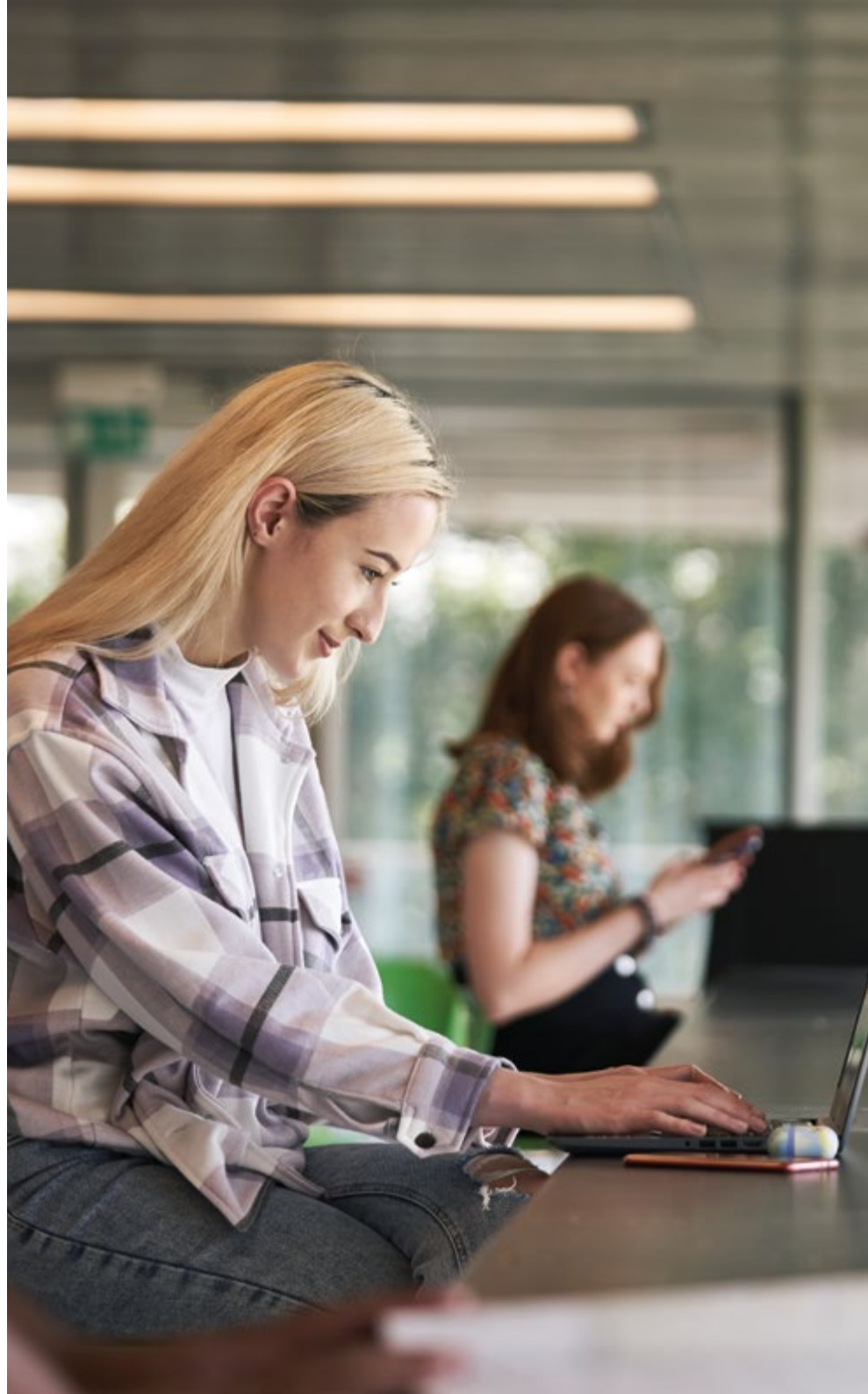
Our **meitheal scoláirí** with the Students' Union will focus on student engagement and the student voice

Our **meitheal foirne** with staff, retired staff and their representatives will focus on staff engagement

Our **meitheal alumni** drawn from our 110,000 alumni around the world will be a wellspring of energy for the University

Our **meitheal pobail** will facilitate relations and new partnerships with our diverse communities beyond the campus, including employers, community groups and cultural organisations

<sup>3</sup> The Irish word meitheal describes the tradition of rural communities coming together to help each other gather the harvest. Here, we use it as shorthand for a spirit of cooperation, empathy and inclusiveness.





## Our values-led approach

Our strategic plan is built on a foundation of core values that define our purpose and priorities. During the course of 2019, our students, staff and external stakeholders were involved in debating these values and helping us understand how our university mission should evolve into the future. Our values are a statement of intent to the world and will now guide us in everything we do.

We champion our core values of **respect**, **excellence**, **openness** and **sustainability**.

We intend that these values will reinforce each other and, together, they will enhance our university's distinctiveness.

These core values set a standard by which we will choose, define and measure our priorities, our actions and our behaviours. They will be the lived experience of our people and of those with whom we live, learn and partner. Our students will graduate with the distinctive attributes associated with our values, which are hallmarks of good citizenship, independent critical thinking, and capacity for making positive contributions to both society and economy. Our values will be a lens for policy-making and recruitment at University of Galway.

In our plan below, we have described our university's commitments to our diverse communities under each value, and highlighted flagship actions that will provide focus and direction for our activities over the next five years.







People  
Teaching and Research  
Impact and Reputation



Respect

Excellence

A Culture of Respect  
Equality and Diversity  
Health and Wellbeing

Our values

Sustainability

Openness

Access and Inclusion  
Collaboration and Partnerships



Living positive change on campus  
Leading positive change beyond our university





# Implementing the plan

Implementing this strategy will take collective effort over five years to achieve our goals.

The University's Director of Strategy Implementation will devise an implementation plan with stakeholders across the University that includes details of how each of our commitments will be realised. This **implementation plan** will make explicit:

- Targets and key performance indicators
- Timescales and milestones
- Budget and resources
- Key stakeholders
- Structures for implementation
- Ownership of actions

Once our implementation plan is finalised, each College, School, Research Institute and Unit will be asked to show through **operational planning** how they will support the achievement of our commitments and flagship actions. Operational planning is already well established in the University and we will evolve our systems to align operational goals with our four core values.

The University will align **strategic investment** with core values. Proposals for investment will be gauged by their potential to deliver impact to make our university more respectful, open, sustainable and excellent. This work will be carried out in consultation with our communities, facilitated through our meitheal model, networks and external engagement.

We cannot achieve our ambitions alone. We will also launch an **investment programme** encouraging our friends, supporters and philanthropists to join us on this journey.

To sustain engagement in the strategy, we will dedicate each year to one of the values so that we can highlight the distinctive contributions of each value to our mission. Our wish is that our communities will be inspired to embrace those values over the life-time of the plan.





# Building for the *future*



We will lead the transformational change of our city and region informed by the national policy of balanced regional development and sustainable cities as outlined in Project Ireland 2040.

Recognising Galway city as the engine of our region, our programme of capital development will have major social, economic and cultural impact for generations to come.

Over the lifetime of this plan, we will prioritise:

- A new innovation district, incorporating a riverside campus, on Nuns' Island / Earls Island as the primary driver of the urban regeneration of Galway city
- A landmark cultural and performance space, acknowledging our role as a national cultural institution and our contribution to Galway as a city of culture
- A new Library, incorporating a Learning Commons that encourages and supports new forms of learning and engagement
- Additional affordable and sustainable on-campus accommodation for our students

- An infrastructural programme to enhance our visitors' experience, recognising our unique position in the business, conference and leisure tourism market
- Universal design principles in our capital development across all our campuses and a programme of retrofitting older buildings to enhance physical access for all
- A sports campus for the future, delivering a new Water Sports Centre and 3G pitch, recognising the centrality of sport in the wellbeing of our communities
- Expansion of the Galway to Connemara Greenway with greater connections for cyclists and pedestrians between our campus and city
- A portfolio of sustainable capital projects in line with strategic priorities in partnership with Colleges, Schools, Research Institutes and campuses where areas of expansion and ambition emerge
- Applying our expertise, in partnership with regional and national stakeholders, to make our city and region a better place to live and work





# Respect



# Respectful University of Galway

Our success depends on creating a shared environment where we respect and value each other. We believe that cultivating a culture where our work and interactions are rooted in trust and respect, and approached with positive intent, will have a profound impact on the success and sustainability of our people and communities. This ethos will underpin our engagement in our communities, city, region and the world.

We will proactively remove barriers to equality and diversity in our university, recognising the individuality of our people's journeys. Our research will inform attitudes and policy about diversity, with an emphasis on improving understanding and awareness of disadvantage and discrimination where it occurs. By championing respect, we will have a transformational effect on our communities and set a positive example beyond our university.

We will embed a culture of empathy and respect in our university, including within our student experience. Our focus will be on supporting students in their studies, progression and wellbeing as part of a community where they are encouraged

to define success holistically and inspired to achieve it. Building on the success of pilot projects in our student support services, we will mainstream programmes for mental, physical and social health and wellbeing.

Our people are our greatest resource. Employment at University of Galway will be fair, equitable and inclusive. The University is committed to the practice of maintaining and promoting decent, high standards of employment and fairness at work. The aim of this policy will be to optimise secure direct employment on high quality terms, consistent with public policy, allied to transparent and equitable access to career development, progression and promotion. The University further commits to family-friendly work practices in a manner that is mindful and accommodating in the interests of a healthy work/life balance. Everyone working on University of Galway campuses can expect to be enabled to do their best work in a positive and safe work environment, which is mindful of employees' physical, intellectual and wellbeing needs. Employees are valued and will be treated with the highest standards of dignity and respect.

By being a respectful university our contribution will be valued by our communities, as a good neighbour and a proactive partner for the benefit of society. Recognising the unique and influential role our university plays in our region's society and economy, we will work with businesses, organisations and networks across the west of Ireland to ensure that our university is positively serving our region.

**Our actions will reflect our commitment to engaging respectfully with our diverse communities.**





# Flagship Actions for 2025

## A Culture of Respect

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

## Equality and Diversity

- We will fulfil our 'Public Sector Equality and Human Rights Duty' across all of the University's functions and relationships
- 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
- We will develop and implement a plan to significantly narrow the gender pay gap
- We will increase the diversity of leadership and university structures to represent the increasingly diverse composition of the University of Galway community

## Health and Wellbeing

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



# Openness



# Open University of Galway

Our university is a proactive collaborator and an ally for good both locally and globally. Openness, diversity and inclusion are fundamental to our approach to innovation, engagement and creativity. We will actively engage with external stakeholders, alumni and the public to maximise and amplify our impact.

In today's knowledge-based economy and society, the value of a university education is higher than ever. We champion education as a force for positive change and promote lifelong learning opportunities for all. We are committed to social inclusion and providing a welcoming environment where everyone has a sense of belonging and can thrive.

We will build an inclusive culture that proactively seeks to improve access to education, enable collaboration and support our people regardless of their background. We will invest in a physical environment that ensures our university is open and accessible to all our communities.

We will strive to make a positive impact on society through partnering with other universities, organisations and communities, locally and internationally, to enable the creation and sharing of knowledge, expertise and technologies. Our focus on internationalisation and our commitment to our international relationships and partners will be framed in the context of the UN Sustainable Development Goals, with a specific focus on SDG 17: Partnership for the Goals. We will enhance our entrepreneurial ecosystem in collaboration with industry, employers and other stakeholders in recognition of our unique role in creating the skills and scholarship that drive growth across our region and nationally.

We recognise the distinctive and positive value of the Irish language as part of our culture and identity. We take pride and joy in our unique role in leading higher education and research in the Irish language, and we appreciate the importance of thriving Irish-speaking communities in the Gaeltacht and beyond. We will work with our communities to enhance our bilingual campus and share our passion for the Irish language with the world.

**Our actions will reflect our commitment to accessibility, inclusivity and engaging openly with the world.**







# Flagship Actions for 2025

## Access and Inclusion

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

## Collaboration and Partnerships

- 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
- 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
- We will engage more deeply with European Union institutions and networks to maximise the University's impact
- 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
- 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
- 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
- We will establish partnerships with development agencies and stakeholders for our region to support the growth and scaling of indigenous and international businesses
- We will embed engaged research across the University by involving and collaborating with the public throughout the process of our research activities



# Sustainability



# Sustainable University of Galway

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

Through our teaching and research activities, using the UN Sustainable Development Goals as a framework, we will develop the next generation of students, researchers and innovators for tackling society's evolving sustainable development challenges.

Working together with local, regional, national, European and global partners, we will develop solutions for a more sustainable future. We will be world-renowned for our teaching and research activities that develop our graduates as future sustainability leaders in Ireland and globally.

Building on the work of our Community and University Sustainability Partnership and its approach to 'learn, live and lead' sustainability across the university mission, we will embed sustainability in our culture, operational policies and governance structures, and empower our communities to be champions of sustainability.

**Our actions will reflect our commitment to lead the transition to a sustainable future.**







## Leading positive change beyond our university

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



# Flagship Actions for a Sustainable Future

We will focus our collective efforts on the urgency of sustainability and climate action.

## Living positive change on campus

- We will commit to and sign the UN Sustainable Development Goals (SDG) Accord and aim for SDG Champion status
- Together, we will develop a roadmap to move ambitiously towards carbon neutrality by 2030
- 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 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 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 set ourselves ambitious targets in the areas of:
  - sustainable energy and carbon mitigation
  - biodiversity protection
  - sustainability embedded in the curriculum
  - graduate programmes focused on sustainability
  - research outputs in the area of sustainability
  - Green Lab certification
  - building design and sustainability
  - waste management
  - procurement
  - travel and consumables
  - plastics usage
  - technologically enhanced work and study practice
- We will balance entrepreneurialism and prudence in our resource planning to ensure the financial stability necessary to achieve our ambitious goals





# Excellence



# Excellent University of Galway

University of Galway is a globally focused research-led university, internationally renowned for the quality and impact of our teaching, research and innovation. We will support ambition and enable the excellence of our people, who are leaders, innovators and critical thinkers that share a passion for understanding, educating and improving the world. We strive for excellence and impact, underpinned by integrity and professionalism. Through the excellent teaching, research and services they experience here, our students will be equipped with the knowledge and skills they need to be the next generation of changemakers that deliver impacts on our society, culture and economy.

We recognise that our distinctive location within a global hub for technology, innovation and creativity, will be key to our future success.

We will deliver an excellent student-centred, research-led teaching and learning experience. This will be underpinned by increased investment in supports that develop critical thinking, leadership, professionalism and employability. We will be recognised for our culture of excellence in teaching, research and innovation, and as a destination of choice that nurtures, attracts and retains ambitious people.

We will provide programmes of development, including mentoring, coaching and training, and enhance our physical and virtual environment in order to empower our staff, students and partners to fulfil their potential.

The problems of the world are not solved from just one perspective. We therefore affirm the importance of interdisciplinarity in delivering impact. The breadth, depth and interdisciplinarity of our expertise, both fundamental and applied, across the sciences, social sciences and humanities is key to our success. It enables us to drive cultural, societal and economic change and respond to emerging fields of research. Our students will benefit directly from newly developed curricula that are research-led, drawing on the interdisciplinary strengths of our university.

**Our actions will reflect our commitment to drive and support excellence across our university mission.**

We will sharpen the focus of our teaching, research and innovation using the UN Sustainable Development Goals as a blueprint to achieve a better and more sustainable future. Engaging with our partners locally, nationally and worldwide, we will invite ambition in research that underpins the following areas:

### Enhancing policy and society

- inclusive societies
- children, families and human rights
- health policy and economics
- sustainable economic development
- business innovation and entrepreneurship

### Enriching creativity and culture

- digital humanities
- historical and literary research
- creative arts
- language, culture and identity
- an Ghaeilge
- geography, place and politics

### Improving health and wellbeing

- medical technologies
- regenerative medicine
- population health and health services
- neuroscience
- cancer research

### Realising potential through data and enabling technologies

- data science and business information systems
- artificial intelligence
- advanced computing platforms and services
- lasers and optics

### Sustaining our planet and people

- climate action
- clean energy
- ocean, freshwater and terrestrial ecosystems
- sustainable bioeconomy
- One Health

We will also encourage our researchers who have the ambition to grow in both established and emerging research areas. We recognise that none of the above research areas are standalone or static. The breadth of our research and its interdisciplinarity is what drives advancement and innovation, and contributes to our university's mission to serve the public good.



# Flagship Actions for 2025

## People

- 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
- 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

## Impact and Reputation

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









## Teaching and Research

- 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
- We will invest in and extend the reach of development programmes for all who teach or support excellence in student learning across our university
- 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
- 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
- We will invigorate our research institutes to ensure our continued impact and support high standards, using this strategy and values as our lens
- 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
- We will sharpen our focus on the European Union's research agenda to maximise funding opportunities, consistent with our mission to serve society
- We will establish graduate schools in distinctive research priority areas and align our postgraduate programme development with the work of our interdisciplinary research institutes





Read the strategy online, and explore updates and additional video material at: [universityofgalway.ie/strategy2025](https://universityofgalway.ie/strategy2025)

t +353 91 524 411  
e [info@universityofgalway.ie](mailto:info@universityofgalway.ie)  
w [universityofgalway.ie](https://universityofgalway.ie)

Special thanks to Professor Chaosheng Zhang (Geography) for sharing his photography of the city and campus.