



**Ollscoil na hÉireann**  
National University of Ireland

National University of Ireland

# STRATEGIC PLAN 2018-2022

**Our vision** is to continue to be an integral part of the Irish higher education system, contributing to its development, being an advocate for its advancement and supporting our members

## CONSTITUENT UNIVERSITIES OLLSCOIL NA HÉIREANN



### University College Dublin

An Coláiste Ollscoile, Baile Átha Cliath

[www.ucd.ie](http://www.ucd.ie)



University College Cork, Ireland  
Coláiste na hOllscoile Corcaigh

### University College Cork

Coláiste na hOllscoile, Corcaigh

[www.ucc.ie](http://www.ucc.ie)



### Maynooth University

Ollscoil Mhá Nuad

[www.maynoothuniversity.ie](http://www.maynoothuniversity.ie)



### NUI Galway

Ollscoil na hÉireann, Gaillimh\*

[www.nuigalway.ie](http://www.nuigalway.ie)

\* including Shannon College of Hotel Management



## RECOGNISED COLLEGES OF NUI COLÁISTÍ AITHEANTA OLLSCOIL NA HÉIREANN



### Royal College of Surgeons in Ireland

Coláiste Ríoga na Máinleá in Éirinn

[www.rcsi.ie](http://www.rcsi.ie)



### Institute of Public Administration

An Foras Riaracháin

[www.ipa.ie](http://www.ipa.ie)



### Burren College of Art

Coláiste Ealaíne na Boirne

[www.burrencollege.ie](http://www.burrencollege.ie)



### Institute of Banking

An Institiúid Baincéireachta

[www.iob.ie](http://www.iob.ie)



### St. Angela's College, Sligo

Coláiste San Aingeal, Sligeach

[www.stangelas.nuigalway.ie](http://www.stangelas.nuigalway.ie)



### National College of Art and Design

Coláiste Náisiúnta Ealaíne is Deartha

[www.ncad.ie](http://www.ncad.ie)





**Ollscoil na hÉireann**  
National University of Ireland

## CONTENTS

2	Introduction
4	Vision, Mission and Values
5	Strategic Goals
6	Major Objectives and Actions to Achieve Goals
11	Governance
12	Members of Senate
13	NUI Staff

# INTRODUCTION



This document sets out the strategy for the National University of Ireland for the period 2018-2022. Our strategy reflects NUI's wide consultation with its constituent universities and recognised colleges, with its internal staff, and with a wide range of interested parties in Ireland's higher education sector. The views of members of the new NUI Senate were also explored. These have contributed significantly to our new strategy.

I am encouraged by the level of engagement we encountered during this planning process. Many colleagues gave us fresh ideas, while others asked fundamental questions and provided constructive criticism. The result is a strategy that I am confident to promote; one that builds on the work and successes of our previous plan, reflects lessons learned and embraces new challenges.

NUI's 2018-22 strategy is at once ambitious for the contribution that we are encouraged to make to Irish and international higher education, yet is grounded in the essential role of the federal university as a provider of services to four autonomous universities and a number of recognised colleges. In terms of ambition, NUI makes a particular commitment to further develop its discursive role during the lifetime of this strategy. We will seek to make this role more visible and influential in support both of higher education and our wider civic society.

To do this, we will increase NUI lecture, seminar and other public activities, developing connections internationally as well as locally and expanding the range of academic disciplines and relevant public policy issues addressed. We will redouble our efforts to stimulate and draw from the wealth of expertise and talent in our university and college system and will seek to identify and celebrate ground-breaking scholarship and innovative practice in our universities and further afield. To strengthen our impact, we will collaborate and partner with organisations which share the value we place on academic excellence and which, like us, aim to increase understanding of the vital role of the university in twenty-first century society. An enhanced NUI communications strategy will accompany and enable our efforts.

The central pillar of the University remains the historic and enduring value and prestige of NUI academic qualifications nationally and internationally. In a world of increased educational opportunity, but with uncertainties in many areas about the quality of higher education provision, the NUI qualification is a mark of academic excellence that we will continue to nurture and safeguard. The 2018-22 strategic plan period will see the further development of NUI's role as a Designated Awarding Body (DAB) for degrees and other qualifications in the recognised colleges. NUI's policies, procedures and guidelines will align our role as a DAB with our long-standing statutory role to ensure the comparability of academic standards and academic quality between the qualifications NUI awards in recognised colleges and those awarded by our universities. In this way, NUI's seeks to continue to make a valuable and relevant contribution to a high-quality Irish higher education landscape. NUI continues to be open to expansion of the federation, and welcomes interest from universities and colleges which share our values and wish to work with us towards enhancing and promoting the National University at home and abroad.

We commit to maintaining our academically-prestigious and, in many cases, historic Awards, Scholarships and Grants programme. Over 2018-22, we will seek to introduce new awards and grants where possible, but, critically, we will seek a step-change in the promotion and sectoral visibility of this programme. In addition, we will invest in developing the community of NUI award-winners and scholars. In this, we are confident of opportunities arising for the benefit of our constituent universities and recognised colleges.

I hope you will agree that we can look forward with enthusiasm to a fruitful five-year period for NUI, its members, and new and old friends.

A handwritten signature in black ink that reads "Maurice Manning". The signature is written in a cursive style with a long horizontal stroke at the end.

**Dr Maurice Manning**  
CHANCELLOR

# VISION

Our vision is to continue to be an integral part of the Irish higher education system, contributing to its development, being an advocate for its advancement and supporting our members

# MISSION

NUI's mission is to support the Irish higher education sector at home and abroad, by serving the interests of its member institutions and their students and graduates.

NUI actively promotes, recognises and rewards academic distinction and scholarship at university level, and we assure comparable, high academic standards for degrees and qualifications awarded by NUI. We proudly undertake activities to advance higher education, and to contribute to the civic, cultural and intellectual life of Ireland. We have a particular commitment to supporting the Irish language and the rich and diverse culture of our nation.

# VALUES

NUI's core values are the nurturing of academic distinction and the provision of the highest quality services to members. These values provide, underpin and sustain our vision and mission.

In its everyday work, NUI promotes academic excellence and distinction within the student and staff communities of our member and associated institutions. We strive to be inclusive in our activities and ethical in our approach, embracing all academic disciplines and encouraging achievement across the diversity of our student populations. We seek to preserve, promote and transmit the heritage of the National University, for current and future student and staff generations. Drawing strength from this heritage, and from our member and associated institutions, we value collaboration across the Irish higher education sector and with other organisations in society. NUI commits to the personal and professional wellbeing of our staff in their daily contributions to the achievement of our mission and vision.

# STRATEGIC GOALS

For the period 2018-2022 NUI will pursue the following five strategic goals:

1

Add demonstrable value to NUI's constituent universities, recognised colleges associated institutions

2

Support Irish higher education and advocate for its advancement at home and abroad

3

Develop and capitalise on the NUI brand nationally and internationally, for the benefit of members and the wider sector

4

Make a meaningful contribution to Irish civic society

5

Enhance NUI's staff skills-base and its enabling support structures

# MAJOR OBJECTIVES AND ACTIONS TO ACHIEVE GOALS

## STRATEGIC GOAL

1

Add demonstrable value to NUI's constituent universities, recognised colleges and associated institutions

### Major objectives:

- 1 Continue to meet the needs of member institutions for shared services.
- 2 Ensure responsiveness to changing members' needs, through dialogue and feedback.
- 3 Develop an NUI communications strategy and policies for enhanced engagement with members, associated institutions and other stakeholders.
- 4 Promote scholars, scholarship and links with NUI's global community of award winners.
- 5 Develop a forum for member institutions to share learning on academic and related issues.
- 6 Enhance meeting and conference facilities at 49 Merrion Square and increase usage.

### Range of actions:

During the 2018-22 period, NUI will develop and implement a feedback system, including a regular survey tool, to gain regular stakeholder views on NUI's services and initiatives and to explore opportunities for new activities or shared services. This dialogue will inform NUI's communications strategy, which we will develop and implement towards an increased awareness and understanding of the role and values of NUI, within its member institutions and with other organisations in Ireland and further afield.

To further enhance NUI's support for scholarship, we will review the scope and operation of our prestigious Awards and Grants programme; identify key findings for improvement and, where feasible, introduce new and/or re-structured Awards or Grants. We plan to develop an online, global community of NUI award and scholarship-winners, working in partnership with our constituent universities, current and previous recognised colleges and associated institutions.

We will review and adapt the structure and meetings of our highest governing body, the NUI Senate, to create more opportunity for dialogue and engagement on topics of shared interest to members. The NUI Education and Society Committee will identify and develop themes and opportunities for shared learning across members.

### Major objectives:

- 1 Increase Irish scholarship in the field of higher education, to advance understanding of the history, contribution and evolving role of the Irish university in 21st century society.
- 2 Collaborate with member institutions, other universities, the Department of Education & Skills, Higher Education Authority, Quality and Qualifications Ireland, Irish Universities Association and others to advocate for and advance the interests of Irish higher education.
- 3 Further develop international recognition of NUI, the research and scholarship of its member institutions and the qualifications awarded across the federation.

### Range of actions:

Over the coming five years, NUI will seek to make a significant contribution to research-based discussion about the role and contribution of universities to the intellectual, economic and cultural life of Ireland in the twenty-first century. During the lifetime of this strategic plan, and under the auspices of the Senate Education and Society committee, we commit to awarding two further Dr Garret FitzGerald Post-Doctoral fellowships in Social Sciences (Education/Higher Education specialisms).

NUI also plans to seek collaborative partners to develop and introduce a new award to recognise ground-breaking research and/or practice in the international field of higher education.

NUI will complete a review of its current Awards, Scholarships and Grants programme, and identify opportunities to change, or introduce new awards or grants in areas that are of value to our member institutions. This would be inclusive of student and staff achievement and excellence and seek to embrace all aspects of university and college missions, from teaching and learning to research and innovation and service to the community.

On an EU and global stage, the next five years will see NUI step-up its engagement with relevant activities of European Universities Association (EUA), the International Association of Universities (IAU) and other associations of which it is a member.

## STRATEGIC GOAL

# 3

Develop and capitalise on the NUI brand nationally and internationally, for the benefit of members and the wider sector

### Major objectives:

- 1 Ensure recognition of the NUI brand in Ireland and internationally as a mark of the highest academic quality standards.
- 2 Promote the NUI brand internationally by recognising and capitalising on the size and scale of the NUI graduate community.

### Range of actions:

A key focus over the coming period will be investment in policies, procedures and guidelines in support of NUI's role as the Designated Awarding Body (DAB) for NUI degrees and qualifications in the recognised colleges.

Academic quality underpins the NUI brand, which is shared by the constituent universities and the recognised colleges, operating internationally as well as domestically. As the Irish higher education student population continues to grow and diversify, and the landscape of provision becomes more complex, new issues and challenges arise for quality assurance and continuing enhancement of all degrees and qualifications, and NUI degrees and qualifications in the recognised colleges are no different in this regard. NUI's policies, procedures and guidelines will evolve to reflect this. NUI will continue to maintain an active presence at overseas conferring ceremonies and associated events.

During 2018-22, NUI will more proactively seek to lend support to member institutions as they work to develop links and partnerships with other universities and organisations in global regions. NUI's support in this area aligns well with our civic and cultural role and recognises the wider political and often, diplomatic, contexts in which long-term, successful international education partnerships are developed.

### Major objectives:

- 1 Fulfil NUI's constitutional role to in relation to the electoral register and the election process for the NUI constituency of Seanad Éireann.
- 2 Enhance NUI's discursive role in relation to social, cultural, historical, and intellectual topics relevant to wider civic society.
- 3 Maintain the NUI and Royal University (RUI) archives in line with international best practice.

### Range of actions:

Over the coming period, NUI will maintain and update the NUI constituency Seanad Éireann register, in line with evolving government requirements. Given our experience and expertise in this area, we will promote the modernisation of the electoral process, including the register. The modernisation of NUI's own Convocation Register and electoral process will also be an area of focus in the coming strategic plan period.

NUI will expand its collaborations with organisations that share our enthusiasm for informed dialogue and the promotion of shared understandings of issues and topics that are relevant to wider civic society. These topics may be social, economic, cultural, historical or intellectual in nature. Building on the positive experience gained during the Decade of Centenaries commemorations, NUI will expand its engagement with national initiatives to promote the development of the cultural and creative sectors in Ireland and government's Global Ireland Strategy to 2025. On a broader level, NUI will seek to expand its existing collaborations with Embassies, Consulates and Cultural Institutes, the International Labour Organisation (ILO), the Royal Irish Academy (RIA) and Fulbright. We will seek to develop new links with other national and where relevant, international organisations.

NUI will continue to support Irish scholarship through the publication of *Éigse, a Journal of Irish Studies* and ancillary texts. NUI maintains its archives, and the archives of the Royal University of Ireland (RUI) in the public interest, and as important facility for academic researchers. During the lifetime of the new strategy, NUI will continue to maintain and make archival materials available upon request. We will seek resources to support the enhancement of our archival facilities and services.

### Major objectives:

- 1 Ensure that NUI has the necessary HR tools in place to support and enable staff and the organisation as a whole
- 2 Ensure that NUI complies with relevant HE governance requirements, and has resources and policies in place to support Risk and Business Continuity Planning and to fulfill FOI and Data Protection legislative requirements.
- 3 Ensure that NUI's financial, administrative and IT support systems can effectively enable strategic goals.

### Range of actions:

During the 2018-22 period, NUI will review and develop its suite of internal HR policies and procedures, to facilitate staff well-being, development and training, and position the organisation in terms of future skills required to meet business needs. As part of this, NUI plans to provide its staff with access to relevant staff training and development programmes in the constituent universities, as well as access to accredited educational qualifications for personal and professional development.

NUI will continue to adopt and adapt to evolving HE governance requirements, and will seek to collaborate in sectoral initiatives to benefit from expertise and gain economies of scale in this regard. We will review our administration, finance and IT systems, in the interest of operational efficiencies and of continuous improvement to shared services provided to members. We will prioritise IT-system technological upgrades or procedural changes in line with the objectives of this strategy, drawing on best available practice while mindful of the challenges of NUI's operational size and scale.

# GOVERNANCE

The NUI currently comprises four Constituent Universities, two Recognised Colleges and five Colleges of a Constituent University. Each institution within the NUI federation has its own Governing Authority; the overall Governing Authority of the University is the NUI Senate and headed by the Chancellor. The Universities Act, 1997, which came into effect on 16 June 1997, redefined the nature and role of the National University of Ireland. It reconstituted the Senate, which is the Governing Body of the University, with a membership of thirty-eight, as follows:

- ▶ The Chancellor
- ▶ The Chief Officers of the Constituent Universities
- ▶ The Registrar of the University
- ▶ Four members nominated by the Government
- ▶ Four persons elected by each of the Constituent Universities
- ▶ Eight members elected by Convocation
- ▶ Four co-opted members

Under the Act, the Senate of the National University of Ireland has functions and responsibilities in relation to the following: determining basic matriculation requirements; reviewing the content and teaching of courses; appointing external examiners; awarding degrees and other qualifications.

## The Senate

Under the provisions of the Charter of the National University of Ireland, the Governing Body of the University is styled 'The Senate'. Much of the work of the Senate is done through its sub-committees:

- ▶ The Standing Committee
- ▶ The Finance Committee
- ▶ The Investment Advisory Committee
- ▶ The Committee of Registrars (Sub-Committee of the Admissions Officers)
- ▶ The Education and Society Committee
- ▶ The Honorary Degrees Committee
- ▶ The Publications Committee
- ▶ The Committee for Degrees on Published Work

# MEMBERS OF SENATE 2017-2022

## Chancellor

Dr Maurice Manning MA, DLitt

## Registrar

Dr Attracta Halpin, BA, MSc (Dub), MBA (Lond), LLD jure officii

## Chief Officers of the Constituent Universities

Professor Andrew J. Deeks, BE, MEngSc, PhD (UWA), FIEAust, Vice Chancellor, President, University College Dublin

Professor Patrick G. O'Shea, PhD, FIEEE, FAPS, FAAAS, Pro-Vice-Chancellor, President, University College Cork

Professor Ciarán Ó hÓgartaigh, BComm, DipPrAcc, PhD (Leeds), CA (Ireland)

Professor Philip Nolan, MB BCh BAO, BSc, PhD, Pro-Vice-Chancellor, President, Maynooth University

## Nominated by the Government

Awaiting nominations

## Elected by the Governing Authority, University College Dublin

Professor Joe Brady

Professor Pat Guiry

Professor Imelda Maher

Professor Dermot Morgan

## Elected by the Governing Authority, University College Cork

Mr Owen J. Dinneen

Dr Marian McCarthy

Dr Valerie Mannix Boyle

Mr Dermot Breen

## Elected by the Governing Authority, NUI Galway

Professor Pól Ó Dochtartaigh, PhD

Dr Pat Morgan BSc, PhD

Mr Brendan O'Looney

Dr Eric Mortimer

## Elected by the Governing Authority, Maynooth University

Professor Jim Walsh

Professor Marian Lyons

Dr Joe Larragy

Professor Marie McLoughlin

## Elected by Convocation, 03 October 2017

Mr James Doorley

Ms Cliona de Bhaldráithe Marsh

Mr Tommy Francis

Dr Helen Gallagher

Ms Catherine Harney

Mr Noel McGrath

Mr John P. O'Donovan

Ms Linda M.P. O'Shea Farren

## Co-Opted

Professor Mark Rogers, B.A. (Mod) Nat Sci., Ph.D. Registrar/Deputy President, University College Dublin

Professor John O'Halloran, Deputy President and Registrar, University College Cork

Professor Aidan Mulkeen, Vice-President Academic, Registrar and Deputy President, Maynooth University

Professor Cathal Kelly, Chief Executive/Registrar, Royal College of Surgeons in Ireland

# NUI STAFF

## Registrar

Dr Attracta Halpin

---

## Senior Administrative Officers

### Head of Finance and Administration

Mr Denis Dowling

### Computer Services

Mr Eric Lamb

### Head Academic Affairs and Registry

Ms Patricia Maguire

---

## Administrative Officers

Ms Ann Milner

Ms Andrea Durnin

Ms Maura Tierney

---

## Senior Executive Assistants

Mr Gerry Penston

Ms Karyn O'Brien

Mr Neil Brennan

Ms Lisa Nic an Bhreithimh

Dr Emer Purcell

---

## Executive Assistants

Ms Audraí O'Driscoll (part-time)

Ms Maree MacHale (part-time)

Ms Helen Scanlon

Mr Eddie Smyth

---

## Receptionist

Mr Gerry Maher

---

## Services Officer:

Mr Darren Fallon

---





**Ollscoil na hÉireann**  
National University of Ireland

National University of Ireland, 49 Merrion Square, Dublin 2, D02 V583  
T (353 1) 439 2424 | E [registrar@nui.ie](mailto:registrar@nui.ie) | [www.nui.ie](http://www.nui.ie)