



OLLSCOIL NA GAILLIMHE
UNIVERSITY OF GALWAY

J.E. Cairnes School of Business & Economics

Strategic Plan
2021 - 25

University
ofGalway.ie



Overview

J.E. Cairnes School of Business & Economics has achieved significant progress and growth during the duration of the previous strategic plan. Some of the School's key successes include:

The *University of Galway 2020–2025 Strategic Plan*, Shared Vision Shaped by Values, provides an ambitious vision for the University shaped by the values of **respect, openness, sustainability** and **excellence**. *J.E. Cairnes School of Business & Economics' Strategic Plan 2021–2025* aligns with the University's strategy, mission, vision and core values.



Overview

The School's success over the past five years is testament to the commitment, dedication and hard work of the academic, research, administration and professional services staff in the School. The School's Strategic Plan 2021–2025 will build on the strengths and success of the School and places our staff at the heart of our strategic plan. Our staff are our most important resource, and their skills, expertise, commitment and motivation are the engine that will drive the achievement of the School's 2021–2025 Strategic Plan. We will nurture an environment where it is a great place to be a scholar, and we will demonstrate strong, supportive, inclusive and collegial leadership in all our activities, ensuring a positive and collegial working environment for all.

We are a School of Business and Economics for the public good. Energised by our regional edge on the west coast of Ireland, we are a globally engaged School of Business and Economics for the public good that makes a transformative impact for students, society and business.

The School's Strategic Plan 2021–2025 is centred around the four key strategic priority areas of research and impact, teaching and learning, external engagement and internationalisation, and is shaped by our core values.

Our vision for the next four years is to make a global impact for the public good by addressing grand challenges through our teaching, research and influence on public policy. We are committed to delivering value to all our stakeholders and especially to our students, our external business, industry and policy partners, our community and our society.

J.E. Cairnes School of Business & Economics' Strategic Plan 2021–2025 was developed at the height of the COVID-19 pandemic. The pandemic has presented significant challenges for all University activity but has also provided many new opportunities,

including leveraging innovations in online and blended teaching and re-examining taken-for-granted assumptions about the way we work. The School's Strategic Plan will harness the learnings from the pandemic to ensure we retain innovations in teaching and learning to design and deliver an engaging and high-quality student learning experience in a changing external environment. We will focus on excellence in our research by leveraging existing areas of strength and building new areas of distinctive strength. We will engage in research that positively impacts society, business and public policy. We will invest in and engage with our external stakeholders to develop collaborative partnerships and create value and impact beyond academia. We will act as a catalyst for the business and entrepreneurship ecosystem in our region. We will provide a globally diverse and culturally rich learning and working experience in our School, where we will embrace internationalisation in our activities.

The next four years present a number of uncertainties due to COVID-19. However, J.E. Cairnes School of Business & Economics is well placed to meet the challenges that lie ahead, leverage the opportunities from the pandemic and ensure we achieve our mission to be a globally engaged School of Business and Economics for the public good that makes a transformative impact for our students, society and business.

“Our staff are our most important resource, and their skills, expertise, commitment and motivation are the engine that will drive the achievement of the School's 2021–2025 Strategic Plan.”

Consultation and Strategy Development Process

The School's 2021–2025 strategic development process has been consultative and has provided for multistakeholder engagement and input.

The School's mission, vision, values and strategic priorities for 2021–2025 have been developed by the School Executive Board and informed by University of Galway's Strategic Plan 2020–2025, multistakeholder survey data from staff, students, alumni and other relevant external representatives, and all-staff strategy workshops and feedback.

We look forward to continuing to employ a consultative and stakeholder-engagement model as we determine the specific goals and KPIs in our annual operational planning process to achieve our strategic priorities.



Mission

Our Core Purpose



Mission

A School of Business and Economics for the Public Good

Energised by our regional edge on the west coast of Ireland, we are a globally engaged School of Business and Economics for the public good that makes a transformative impact for students, society and business.

- **Energised by our regional edge on the west coast of Ireland** refers to our location on Ireland's Atlantic coast in a globally significant hub for technology, innovation and creativity providing a unique blend of regional context and global outlook.
- **Globally engaged School of Business and Economics** refers to our globally focused teaching, research and contribution to society, business and public policy.
- **For the public good** emphasises our dual focus on society and business. Through our teaching, research and public policy impact, we contribute to sustainable societal change in economic, social and natural environmental contexts.
- **Transformative impact** emphasises our focus on contributing to transformative impact for our students, society and business through our core activities of teaching, research and influencing public policy development in line with our vision and values.

A Distinctive School

J.E. Cairnes School of Business & Economics is for the public good.

Our research, teaching and public policy impact address the following UN SDGs:

- Good health and well-being
- Decent work and economic growth
- Industry, innovation and infrastructure
- Sustainable communities and cities
- Peace, justice and strong institutions

“Energised by our regional edge on the west coast of Ireland, we are a globally engaged School of Business and Economics for the public good that makes a transformative impact for students, society and business.”

Vision

*Our Ambitions
and Aspirations*



Vision

Striving beyond: from our regional edge on the west coast of Ireland, our vision is to make a global impact for the public good by addressing grand challenges through our teaching, research and influence on public policy.

- Striving beyond refers to our commitment to innovation and continuous improvement. We are not content only to reflect on what we've achieved, but are constantly seeking how we can move further for the benefit of our students, society and business.
- Our regional edge on the west coast of Ireland recognises that our unique location informs and inspires what we do: we are situated at the most western edge of Europe on Ireland's Atlantic coast, but within a globally significant hub for technology, innovation and creativity. This location provides a unique blend of regional context and global outlook and impact.
- Global impact for the public good... through our teaching, research and influence on public policy refers to our commitment that everything we strive to achieve must ultimately be for the public good and have positive impact for our students, society, business and public policy.
- Grand challenges links to the significant challenges impacting the world today and the UN Sustainable Development Goals (SDGs) to which we can make a contribution. We are particularly focused on the following grand challenges:
 - › Digitalisation
 - › Global and economic development, innovation, accountability and governance

- › Health and well-being
- › Social inclusion and equality
- › Sustainability, climate and environment.

Our research, teaching and public policy impact address the following specific UN SDGs:

- › Good health and well-being
- › Decent work and economic growth
- › Industry, innovation and infrastructure
- › Sustainable communities and cities
- › Peace, justice and strong institutions.

We recognise that sectoral grand challenges can be addressed in different ways. Many of our strengths lie in cross-cutting expertise and thus can address multiple SDGs and grand challenges.

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Values

*What We Believe In
How We Behave*

Values

J.E. Cairnes School of Business & Economics has adopted the University's values of respect, openness, sustainability and excellence www.universityofgalway.ie/strategy2025/ourvalues/

We have restated how each of these values is expressed and aligned within the School.

RESPECT: We foster a shared, inclusive environment where we respect and value each other by focusing on social responsibility and business and societal impact.

What this means:

- We believe in cultivating a culture where our work and interactions are rooted in trust and respect, and approached with positive intent, to have an impact on the success and sustainability of our people and communities.
- This ethos will underpin our engagement with our diverse and international communities, city, region and the world.
- We value and embrace a strong sense of collegiality among all staff in our School.
- We nurture an engaging and supportive scholarly environment for our students.
- We demonstrate strong, supportive, inclusive and collegial leadership in all our activities.

SUSTAINABILITY: We will integrate the business, economic, environmental and social dimensions of sustainability for organisational, university and community operations and networks.

What this means:

- We embed sustainability across our learning, our research and the student experience.
- We provide leadership to inform the transition to a sustainable future through our teaching, research, actions and impact.

OPENNESS: We embrace change and are future focused in how we engage with our all stakeholders and our communities.

What this means:

- We champion business and economics education as a force for positive change in today's society. We 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 are open to the world – to those who come to study and work with us and through our global reach with our international partners and networks.

EXCELLENCE: We strive beyond to exceed expectations and deliver positive impact.

What this means:

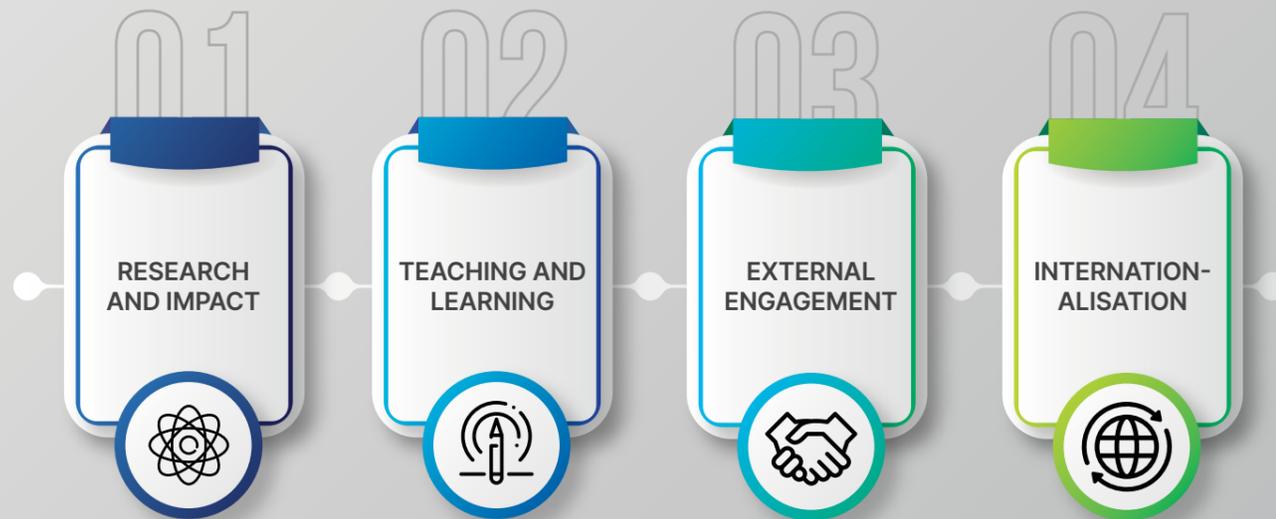
- We deliver an excellent, student-centred, research-led teaching and learning experience.
- We produce excellent research that has a real impact on society, business and public policy regionally, nationally and internationally.
- We empower staff and students to make positive impacts on society regionally, nationally and internationally.
- We recognise that our distinctive location within a global hub for technology, innovation and creativity is key to our future success.

Aligning Vision, Strategic Priorities, and Enablers and Resource Investment

VISION

Striving Beyond: from our regional edge on the west coast of Ireland, our vision is to make a global impact for the public good by addressing grand challenges through our teaching, research and influence on public policy.

STRATEGIC PRIORITY AREAS



ENABLERS AND RESOURCE INVESTMENT

RESEARCH AND IMPACT STRATEGIC PRIORITIES

1	We will focus on excellence in our research by leveraging existing areas of strength and building new areas of distinctive strength.
2	We will engage in research for the public good that positively impacts society, business and public policy.
3	We will address grand challenges and UN SDGs through research and impact.
4	We will invest in supports to enhance research and impact within academia and beyond, focusing on dissemination, translation and implementation into policy and practice.
5	We will engage in research-led teaching.
6	We will enable and promote partnerships and collaboration on our distinctive research themes to address business and societal challenges.

TEACHING AND LEARNING STRATEGIC PRIORITIES

1	We will innovate our curricula and our programmes to align with our public good mission.
2	We will attract high-quality students to our programmes from around the world.
3	We will enable students to be highly skilled, engaged and civically minded graduates to make positive and transformative contributions to society, business and policy.
4	We will create a vibrant, engaging and high-quality student learning experience.
5	We will deliver a high-quality pedagogy across our programmes and leverage cutting-edge technology to deliver a high-quality blended learning environment.
6	We will connect our students with society, business and policy makers to provide learning experiences to empower our graduates to be global leaders.

EXTERNAL ENGAGEMENT STRATEGIC PRIORITIES

1	We will invest in and engage with our external stakeholders to develop collaborative partnerships and to create value and impact for the public good.
2	We will engage with our alumni and leverage opportunities for our alumni to stay connected and meaningfully engaged with their alma mater.
3	We will act as a catalyst for the business and entrepreneurship ecosystem in our region.
4	We will strengthen networks of policy involvement and influence in our region, nationally and internationally.
5	We will invest in executive education in our areas of distinctive strength in collaboration with global partners.

INTERNATIONALISATION STRATEGIC PRIORITIES

1	We will work with the Global Galway project to provide a globally diverse and culturally rich learning and working experience in our School.
2	We will develop and resource a consistent and strategic approach to identifying and building relationships and partnerships with international universities and partners.
3	We will strengthen our position in international networks.
4	We will enhance and expand global mobility opportunities.
5	We will embrace internationalisation in all our activities.

ENABLERS AND RESOURCE INVESTMENT

People and Culture

We will invest in attracting, retaining and developing globally talented academic staff in areas aligned with our strategic priorities.

We will invest in attracting, retaining and developing administration and professional service staff in areas aligned with our strategic priorities.

We will live our values of respect, openness, sustainability and excellence in how we interact, behave and engage with our colleagues, students and other internal and external stakeholders.

We will create a culture where our staff are enabled to perform to their best and where we value diversity, inclusion, equality and employee well-being.

We will recognise staff potential and contribution and support career development.

Operational Excellence

We will attain and retain globally leading business school accreditations.

We will invest in a brand, marketing and communications strategy to build our School's reputation and heighten awareness of and affinity with our brand and our teaching and research activities.

We will harness the strengths of the research institutes and centres affiliated with our School to support our research goals.

We will develop operational plans to support the School's strategic plan and its learning, research, internationalisation and engagement priorities.

We will invest in structures and processes to develop meaningful engagement with external stakeholders.

We will continuously improve and innovate our structures and processes to ensure best practice in our activities.

Governance

We will engage in effective and responsible leadership and governance of the School, focused on openness, transparency and accountability.

We will appoint an international External Advisory Board for the School.

Physical Environment and Infrastructure

We will invest in our building and physical environment to provide for a positive student learning experience and an inspiring and modern workplace for staff and visitors.

We will invest in our digital and technological infrastructure to provide for a positive student learning experience and to respond to new opportunities and ways of working for our staff.

Development

We will develop a philanthropic strategy to contribute funding to support our School mission and vision.

Strategy to Action

This strategic plan sets out our future direction and ambitions for J.E. Cairnes School of Business & Economics at University of Galway. The strategic plan will be accompanied by annual operational plans to ensure this plan is put into action. The operational plans will contain actions and initiatives to achieve our strategic priorities, including KPIs. The Head of School and School Executive Board will continue to employ a consultative strategic planning process, providing for multistakeholder input and engagement.

Appendix A: Summary of School Strategic Priorities 2021-2025 and University Strategy 2020 -2025 Commitments and Flagship Actions

Value	Code	Aligning School Strategic Priority
Excellence	CE02	We will focus on excellence in our research by leveraging existing areas of strength and building new areas of distinctive strength.
Excellence	CE06	We will engage in research for the public good that positively impacts society, business and public policy.
Excellence	CE03	We will invest in supports to enhance research and impact within academia and beyond, focusing on dissemination, translation and implementation into policy and practice.
Excellence	CE02	We will engage in research-led teaching.
Excellence	AE05	We will innovate our curricula and our programmes to align with our public good mission.
Excellence	AE03	We will enable students to be highly skilled, engaged and civically minded graduates to make positive and transformative contributions to society, business and policy.
Excellence	CE02	We will create a vibrant, engaging and high-quality student learning experience.
Excellence	AE03	We will deliver a high-quality pedagogy across our programmes and leverage cutting-edge technology to deliver a high-quality blended learning environment.
Excellence	CC01	We will engage with our alumni and leverage opportunities for our alumni to stay connected and meaningfully engaged with their alma mater.
Excellence	AE12	We will strengthen our position in international networks.
Excellence	AE01	We will invest in attracting, retaining and developing globally talented academic staff in areas aligned with our strategic priorities.
Excellence	AE01	We will invest in attracting, retaining and developing administration and professional service staff in areas aligned with our strategic priorities.
Excellence	CE03	We will attain and retain globally leading business school accreditations.

Value	Code	Aligning School Strategic Priority
Excellence	AE13	We will invest in a brand, marketing and communications strategy to build our School's reputation and heighten awareness of and affinity with our brand and our teaching and research activities
Excellence	AE07	We will harness the strengths of the research institutes and centres affiliated with our School to support our research goals.
Excellence	AE05	We will continuously improve and innovate our structures and processes to ensure best practice in our activities.
Excellence	AE02	We will invest in our digital and technological infrastructure to provide for a positive student learning experience and to respond to new opportunities and ways of working for our staff.
Openness	AE12	We will enable and promote partnerships and collaboration on our distinctive research themes to address business and societal challenges.
Openness	CP04	We will connect our students with society, business and policy makers to provide learning experiences to empower our graduates to be global leaders.
Openness	CP01 CP04	We will invest in and engage with our external stakeholders to develop collaborative partnerships and to create value and impact for the public good.
Respect Openness	CR12 CP05 CC03	We will act as a catalyst for the business and entrepreneurship ecosystem in our region.
Openness	AP07	We will invest in executive education in our areas of distinctive strength in collaboration with global partners.
Openness	AP06	We will work with the Global Galway project to provide a globally diverse and culturally rich learning and working experience in our School.
Openness	AP11	We will develop and resource a consistent and strategic approach to identifying and building relationships and partnerships with international universities and partners.
Openness	AP10	We will enhance and expand global mobility opportunities.
Openness	AP07	We will invest in structures and processes to develop meaningful engagement with external stakeholders.

Value	Code	Aligning School Strategic Priority
Openness; Implementing the Plan	AP07 CM05	We will develop a philanthropic strategy to contribute funding to support our School mission and vision.
Respect	CR03	We will embrace internationalisation in all our activities.
Respect	CR04 CR11	We will create a culture where our staff are enabled to perform to their best and where we value diversity, inclusion, equality and employee well-being.
Respect	CR08	We will recognise staff potential and contribution and support career development.
Respect	AR08	We will appoint an international External Advisory Board for the School.
Respect; Openness	CR12 CP05 CC03	We will act as a catalyst for the business and entrepreneurship ecosystem in our region.
Respect	CR12	We will strengthen networks of policy involvement and influence in our region, nationally and internationally.
Sustainability	AS19	We will address grand challenges and UN SDGs through research and impact.
Sustainability	CS03	We will attract high-quality students to our programmes from around the world.
Sustainability	CS01	We will engage in effective and responsible leadership and governance of the School, focused on openness, transparency and accountability.
Capital Development Priorities	PB05	We will invest in our building and physical environment to provide for a positive student learning experience and an inspiring and modern workplace for staff and visitors.
Implementing the Plan	CM02	We will develop operational plans to support the School's strategic plan and its learning, research, internationalisation and engagement priorities.
Openness; Implementing the Plan	AP07 CM05	We will develop a philanthropic strategy to contribute funding to support our School mission and vision.
Our Values	CV01	We will live our values of respect, openness, sustainability and excellence in how we interact, behave and engage with our colleagues, students and other internal and external stakeholders.



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