



National  
College *of*  
Ireland

# Academic Strategy

## 2019-2024



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## Our mission

To change lives through education

## Our vision

NCI will provide an inspiring educational experience that is innovative, responsive and enterprise focused

## Our values

**Inclusive** - we strive to break down barriers in third-level education; we value diversity, equality and inclusiveness in all that we do; we provide the support that people need to participate fully in life at NCI

**Community** - we are an interdependent learning community that shares a common set of principles where individuality and freedom of thought and expression are valued; each of us is encouraged to fulfil our ambition and realise our potential

**Integrity** - in our individual and collective roles, we take responsibility and are accountable for our actions; we demonstrate respect and mutual regard for each other

**Dynamic** - we are responsive to the needs of our students, colleagues and partners and an ever-changing society; we act in an innovative and flexible manner

**Learner centred** - we place the learner at the heart of everything we do; our combined energies are focused on their individual and collective, life-long needs

**Excellence** - as an institution, we aspire to professional excellence in everything we do; we foster excellence in our learners through their learning experiences

# Academic strategy

## Ambition

Since our foundation in 1951 NCI has grown, developed and evolved in response to various internal and external environmental stimuli. We have always demonstrated a nimbleness, responsiveness and flexibility that have allowed the college to emerge stronger and better from recession, adversity and other challenges and opportunities equally well. All of this has been strongly paralleled with an enhanced academic standing and a copper-fastening of our strengthening position on the higher education landscape in Ireland and much further afield.

This five year strategy is a road map for the continuance of our journey. It clearly outlines a direction of travel for NCI and is a clear articulation of our academic aspirations for not only the next five years but beyond.

This strategy prompts us to look to a future NCI with a funding model commensurate with our enhanced status on the HE landscape in Ireland. It exhorts us to reimagine NCI as a college with a vibrant undergraduate and postgraduate community, encompassing an expanded academic portfolio of offerings.

## Context

This strategy sets out the overarching academic framework for the college. From this, individual strategies for key areas will be developed, including both Schools, new areas for academic programmes, recruitment and our Early Learning Initiative.

This strategy will generate a dashboard containing the outlined KPIs. These will be incorporated into an action plan which will establish and detail our strategic priorities against the challenge of competing resources. It will also prioritise the key work packages to be delivered during the planning period.







## **President**

National College of Ireland is an institution with limitless potential and unrivalled ambition.

We are a college that has seen significant change over the last five years, but in that time we have demonstrated an ability to make difficult decisions well, improve our academic standards, drive innovation and collectively produce world class graduates. These attributes provide the foundation for continuing success.

It is with that in mind, that I am delighted to support and endorse this Academic Strategy as our roadmap for the next five years.

**Gina Quin,**  
President



## **Vice President**

National College of Ireland is fortunate to be located in one of Europe's most dynamic, thriving and prosperous cities, occupying a unique position in the heart of its business district.

In developing this academic strategy, we have acknowledged and focused on our position within this area and the responsibility we have to continue to provide successful graduates to meet the workforce requirements of a dynamic and ever evolving national and global economy.

Moreover, embedded within this academic strategy is a solid commitment to our core NCI values. We are declaring our intent to graduate learners who are not only intellectually curious but who will also have the potential to become future ethical leaders, leaders imbued with a strong sense of service and social justice. Essentially this strategy commits and exhorts all of us and all of our stakeholders to make a real difference in the communities and societies in which we work and live.

**Professor Jimmy Hill,**  
Vice President







# Our academic DNA

Our academic DNA has been developed to clearly define the areas in which NCI can excel and, in turn, the uniqueness of our graduates. In parallel with the college's vision, mission and values, this forms the foundation of our academic strategy.



# Realising our ambition

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Realising our ambition

Our strategic goals are excellence in education, research and access & engagement

Our three enablers, people, investment and resources, represent what we need to realise our goals.

Our six strategic themes guide our approach to achieving our goals.

Our commitment to our academic strategy is collective - the entire college is responsible for its delivery and achievement.

We will monitor and report on progress against our KPIs and targets annually. We anticipate that, over time, the aims and objectives for each of the strategic goals will remain essentially the same, with the strategies, KPIs and targets being modified in response to changes in the environment in which we operate and changes in our ongoing performance.

Guided by and arising from the Academic Strategy are the specific ambitions for our key areas - The School of Business, The School of Computing, The Centre for Education and Lifelong Learning (CELL), Research, International and Early Learning Initiative (ELI).













Our strategic goals are -  
**excellence in education,**  
**excellence in research**  
and **excellence in access**  
& **engagement.**

# Strategic goals

# Strategic goals

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Strategic goals

## Excellence in education

This goal encompasses the quality, breadth and relevance of the learning, teaching and the experience of our undergraduate and postgraduate students.





## AIM

To encourage in our students a lifelong desire for knowledge and learning, an ethical, enterprising and environmentally aware mind-set and an aspiration to achieve their potential within and beyond the college.

NCI's Centre for Education and Lifelong Learning (CELL) will provide a world leading framework and tailored strategies to embed our pedagogical philosophy, enhance the student experience, deliver accessibility and embrace digital transformation.

## OBJECTIVES

### To meet our aims, we will:

- Use our research strengths and experience to underpin and enhance our teaching
- Guide and support our students through all NCI programmes
- Develop each student's potential, through the praxis of lifelong learning, activities and research
- Foster a climate in which teaching is highly valued
- Embed NCI graduate attributes and employability in all our curricula, and equip our students to compete in the global marketplace
- Facilitate flexible learner journeys, where the education journey is challenging but enjoyable.

## STRATEGIES

### We will achieve our objectives by:

- Guiding each student's academic plan and educational journey, supporting them to take ownership of their learning and development and helping them to plan for their future career. We will use a range of supports including coaching, personal tutors, peer mentors and industry engagement
- Introducing further flexibility in study patterns and modes of assessment, whilst maintaining the integrity and breadth of our curriculum. We are mindful of the work/life challenges that many of our students face
- Through articulation agreements with further education providers, providing access to students with less traditional prior education and direct entry access to advanced years on many of our programmes
- Motivating and preparing our students to gain an experience abroad as part of their degree, through international collaborations
- Ensuring that each full-time student participates in a mandatory and/or credit bearing community, service or charitable engagement activity, recognising the benefits this brings to their educational, personal and career development, as well as the benefits it brings to others
- Enabling our undergraduate and postgraduate students to engage with cutting-edge research and the processes of discovery, knowledge generation and knowledge exchange
- Working with employers, professional bodies, alumni, the NCI careers team and other stakeholders to ensure our degree programmes are relevant, contemporary, responsive to need, producing graduates with socially and economically valuable attributes and expertise
- Expanding and enhancing our online education provision
- Enabling our staff to embrace new technologies as part of enhancing the learning experience, and to enable and facilitate the delivery of prompt and effective feedback

### Ambitions: We will measure success through:

#### Excellence in Education

- Development of a Centre for Education and Lifelong Learning (CELL) which will have a framework and strategies to embed our pedagogical philosophy, enhance student experience and a clear plan to develop digital transformation
- Graduation rates of our learners across all degrees, masters or other awards
- Proportion of our full-time learners that gain an international experience over the duration of their programme
- Proportion of all students that participate in a mandatory or credit bearing community service, in-company or charitable engagement

# Strategic goals

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Strategic goals

## Excellence in research

This goal encompasses the breadth and quality of our research and includes postgraduate research students.





**AIM**

To foster a vibrant, impactful and applied research agenda that generates ideas and discoveries, creates new fields of knowledge and makes a difference to the societal, cultural, environmental, industrial and economic development of our local, national and global communities.

**OBJECTIVES****To meet our aim, we will**

- Generate impactful research that is applied in nature and industry relevant
- Develop our current research clusters to identify niches in which we can excel and be recognised
- Pioneer new and emerging research clusters across the boundaries of our existing areas of expertise
- Provide leadership on, and make advances in solving, key local, national and global research challenges
- Realise the full potential of the breadth and volume of our research base
- Deliver excellence with impact
- Generate a cohort of future research leaders.

**STRATEGIES****We will achieve our objectives by:**

- Fostering new approaches to cross disciplinary research, including encouraging outstanding global research collaborations
- Shaping and securing strategic partnerships with research funders
- Combining our proven research excellence with demonstrable economic, environmental, educational and social impact
- Driving increased high-impact knowledge exchange and public engagement
- Being a national voice for areas of research where we have expertise and help to influence change
- Maximising our competitive research funding success, with a new emphasis on large and cross-disciplinary proposals
- Positioning ourselves to compete successfully for funding from Europe and beyond, by influencing and engaging with EU priorities for Horizon 2020, professionalising our approach to securing EU funding, and supporting our staff to be successful consortium leaders
- Generating scholarships and fellowships

**Ambitions: We will measure success through:****Excellence in Research**

- Number of PhD students registered
- Research indices for all academic staff members
- Proportion of academic staff holding a doctoral level qualification
- Research funding as a proportion of overall college revenue
- NCI's participation in Fulbright scholarships, both inwards and outwards annually
- NCI's disclosure, patents and new company formations annually

# Strategic goals

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Strategic goals

## Excellence in access & engagement

NCI has an outstanding existing reputation for access. The college provides accessibility for students who seek to avail of educational opportunities in a format which is conducive to work-life harmony and to those who might not easily avail of third level education otherwise. This goal embraces this reputation and looks to retain NCI's position at the vanguard of accessibility, in all of its forms, in Ireland.



## AIM

To ensure that we deliver entry points, modes of study, assessments and supports that encourage and facilitate continuing formal education. This aim will provide opportunities for enhancement of existing education, support upskilling and continuing educational development to as a wide a population as is possible.

## OBJECTIVES

### To meet our aim we will:

- Allow for as wide a demographic as possible to join NCI, to return to further education or to avail of educational opportunities that otherwise would not be accessible
- Support local and global funding initiatives that provide financial support to students
- Ensure that all NCI services and supports are appropriate to our student demographic and are in line with the learner needs to ensure successful graduation
- Ensure that across all aspects of our educational structures, including modes of delivery, assessments and digital platforms, that we make the educational experience enjoyable and achievable
- Ensure that we are a national leader in the promotion of education and educational opportunity pathways to young children from disadvantaged areas

## STRATEGIES

### We will achieve our objectives by:

- Providing of a range of access points through institutional collaborations and partnerships, such as further education colleges
- Supporting local, national and global initiatives that provide access to demographics that would otherwise struggle to avail of educational opportunities
- Developing NCI initiatives, in partnership with external stakeholders, that encourages and supports alternative pathways to education, such as apprenticeships
- Ensuring that our modes of delivery allow for optimisation of access opportunities. This may include blended or online delivery, accelerated programmes and alternative locations to our existing campus
- Developing a dedicated, stand-alone marketing and recruitment function that is specifically targeting online and blended learners
- Enhancing and focusing on our exceptional reputation and delivery for part-time, evening and weekend programmes
- Developing enhanced and novel assessment tools and techniques, in particular using digital tools to ensure digital transformation.
- Providing excellence in the development and provision of a range of tools, supports and services that ensure that no student is left behind or suffers disadvantage
- Acknowledging that those returning to education or with other commitments can face challenges, and ensuring that the correct and appropriate levels of support are available
- Ensuring that through our international activities we continue to provide access to an international education to students from less advanced regions globally
- Ensuring that through NCI's Early Learning Initiative that we continue to be at the forefront of educational development and awareness in disadvantaged communities
- The creation of collaborative learning spaces that allow us to implement our pedagogical philosophy, which support the development of intellectually curious graduates and facilitate positive community engagement
- The development of social spaces for learners, staff and other stakeholders

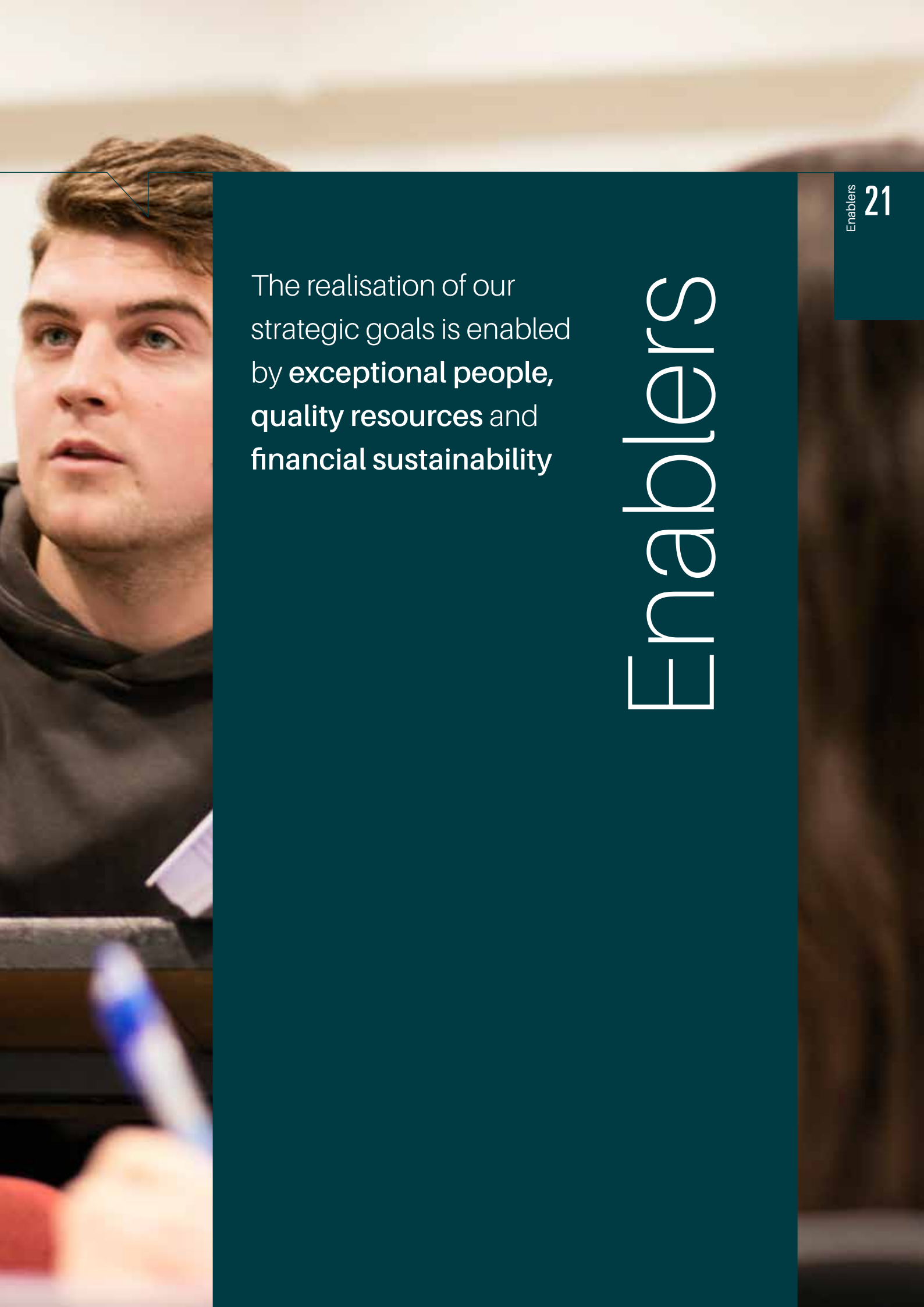
### Ambitions: We will measure success through:

#### Excellence in Access & Engagement

- Programmes where there are access considerations included in the design, delivery and other such factors are considered
- Programmes where international considerations are included in the design, delivery and other such factors are considered
- Proportion of domestic intake recruited through schemes identified as specific to supporting widening participation.
- Proportion of our international intake recruited through government or similar scholarship funds.
- Proportion of children from North East Inner City Dublin that avail of third level education, in any institution.







The realisation of our strategic goals is enabled by **exceptional people, quality resources** and **financial sustainability**

# Enablers

# Enablers

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Enablers

## People

Our success in achieving our academic strategic goals depends on the outstanding performance and contribution of all of our staff.





**AIM**

To value, support, develop and utilise the full potential of our staff, working with each other across our community to make the college a stimulating and successful place to work.

**OBJECTIVES****To meet our aims, we will:**

- Attract, reward and retain the best people, accessing talent from around the world
- Develop the knowledge, capabilities and skills of our people
- Maintain a sustainable staffing profile which meets our evolving needs
- Be inclusive, supportive and collegial in our approach, which is underpinned by principles of dignity and respect, equality and diversity, health, safety and wellbeing.

**STRATEGIES****We will achieve our objectives by:**

- Promoting the attractiveness of the college as a nationally and globally significant institution, and supporting new staff to enable them to become effective from the time they join NCI
- Rewarding excellence and success in a variety of ways
- Motivating our staff to be part of our world-changing aspirations by clearly linking individuals' objectives to those of their School/ support department and college through annual reviews
- Investing strategically in our staff in order to inspire and equip them to deploy a range of skills to shape, influence and lead, and supporting professional and career development, planning and advancement
- Fostering a culture of high aspiration and performance, drawing on excellent leadership, effective management and employee engagement
- Promoting flexible interdisciplinary and team working and a healthy work-life balance
- Adopting flexible working practices that link with our facilities' strategies and wider college ambitions
- Providing safe and accessible working environments
- Fostering our ethos of collegiality, tolerance, compassion and strong ethics through effective employee engagement and empowerment, transparency and excellent communications
- Continue to work in collaboration with our staff representative and entire workforce for the wider benefit of our students and the college
- Ensuring that we adopt and develop our policies in line with Athena SWAN and other similar equality best practices

**Ambitions: We will measure success through:****People**

- Performance in relation to successful achievement (and retention) of the institutional Athena SWAN Bronze award
- Proportion of international applications for each academic post.
- Permanent academic staff to student ratios, by schools and overall
- Staff retention rates
- Results from staff engagement surveys every two years.

# Enablers

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Enablers

## Resources

High-quality infrastructure is key to enabling us to achieve our academic strategic goals.



**AIM**

To provide a modern, efficient, flexible and stimulating working environment and learning spaces, to sustain world-class academic and support activities.

**OBJECTIVES****To meet our aims, we will:**

- Pursue consistency and continuity in quality and experience across all elements of our physical, information technology and library infrastructures
- Challenge the scale and sustainability of our campus, whilst protecting our financial viability
- Optimise our use of space
- Achieve greater integration of information technology infrastructure and major equipment procurements within our overall campus planning process
- Ensure that we have the information we need to support learning, teaching, research and effective decision-making.

**STRATEGIES****We will achieve our objectives by:**

- Adapting our infrastructure to meet the changing needs, approaches and working patterns of our diverse population of staff and students and the wider community we serve to best support our academic activity
- Demonstrating agility in our approach to planning and delivery of campus projects, pursuing consolidation and reconfiguration opportunities where required and critically challenging project briefs
- Being adept at looking for alternative locations or structures for non-student facing functions to maximise the available teaching space of our existing infrastructure
- Ensuring that the student support and service functions are structured and located in a way that provides for the highest level of student experience
- Making strides to improve our use of space and deliver increased value for money, by demonstrably improving our learning and teaching room utilisation via the delivery of the effective use of timetabling policies and flexible teaching
- Putting in place information and communications technology with the power and resilience to provide easy access to resources, and to support individual and group study and working, both on-campus and off-campus
- Developing and maintaining our resources in the college's library, ensuring the widest access to them
- Identifying future technological developments and positioning ourselves to rapidly and flexibly respond to these
- Taking a systematic approach to acquiring, creating, capturing, storing, presenting and managing our information resources
- Reducing our carbon footprint and environmental impact.

**Ambitions: We will measure success through:****Resources**

- Average amount of floor space per full-time student
- Levels of student satisfaction as measured by Irish Survey of Student Engagement
- Development of an integrated approach to all student facing functions and supports
- Number of commercially viable expansion opportunities
- Proportion of teaching hours delivered by full-time academics



# Enablers

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Enablers

## Investment

Delivery of all the college's aims and objectives is dependent on our overall financial strength. .



#### AIM

To maintain and enhance our overall financial strength in order to deliver our academic strategic goals and enhance the college's competitive position.

#### OBJECTIVES

**To meet our aims, we will:**

- Secure long-term viability
- Ensure short- and medium-term viability
- Ensure high standards of accountability, probity and financial control
- Deliver best value in all our activities
- Ensure good governance.

#### STRATEGIES

**We will achieve our objectives by:**

- Prioritising and aligning our resources to our academic strategic priorities by actively monitoring the economic and funding environment and objectively appraising the short and long-term financial implications of all major decisions
- Periodically reviewing and updating our financial strategy and undertaking an annual assessment of our financial sustainability
- Regularly updating our short and long-term financial forecasts, and using these to guide decision-making
- Growing and diversifying our income from a wide range of financially sustainable academic and commercial activities which generate surpluses for re-investment
- Securing and managing our funds to support investment in our infrastructure and development of sustainable new activity
- Managing our costs and driving efficiencies in the delivery of all our activities
- Maintaining a comprehensive and effective risk management framework and carefully managing major financial risks to the college
- Undertaking rigorous benchmarking and stress testing activities to minimise risk and ensure financial sustainability
- Coordinating with the philanthropy and development activity to ensure consistency in our messaging and appropriate integration and alignment with our academic strategy
- Seek to increase the proportion of our revenues arising from Government funding
- Launch a fundraising and development strategy to secure financial donations from philanthropic sources

**Ambitions:** We will measure success through:

#### Investment

- Detailed profitability analysis model for schools, programmes and modules
- Measurement of revenue by full-time academic staff levels
- Level of philanthropy funding
- Development of a new market analysis framework to assess the financial viability of all proposed academic and commercial activities.





Our approach to the achievement of our **strategic goals** is shaped by our **six strategic themes**.

# Strategic themes

# Strategic themes

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Strategic themes

## Outstanding student experience

This strategic theme builds on our 'Excellence in Education' strategic goal, covering some of the opportunities available to our students and the support we provide, which contribute towards our students' outstanding experience.



## AIM

To create the opportunities for our students to have an exceptional and distinctive experience which prepares them for life beyond their studies and which is the beginning of a positive lifelong relationship with the college and with continuing education.

## OBJECTIVES

**To meet our aims, we will:**

- Combine our recognised teaching excellence with an outstanding student experience both on-campus, off-campus and online
- Reimagine and enhance our academic and pastoral support framework
- Provide sector-leading access to support, across all areas of the college and ensuring ease of access to all
- Foster in our students and alumni a real sense of belonging to the communities they are part of
- Take a cohesive, inclusive and individualised approach to enhancing our student experience that encompasses all subjects, all modes of learning, all student services and all parts of our campus
- Promote student health, wellbeing and safety
- Equip our graduates with the expertise and graduate attributes they need to achieve their full potential within the global community.

## STRATEGIES

**We will achieve our objectives by:**

- Ensuring staff have the skills and knowledge to respond effectively to the range of our students' circumstances, experience, expectations and aptitudes
- Raising students' awareness and take-up of curricular, co-curricular and extra-curricular opportunities, such as studying abroad, fulfilling student ambassador roles and expanding provision of these opportunities
- Further development of our student peer mentoring scheme
- Recognising that students from overseas have different challenges and as such require a dedicated range of supports
- Promoting and recognising students' participation in college-wide activities, which can contribute towards enhancing the college community at NCI, including student representation roles, work experience and helping with a peer-assisted learning scheme
- Providing high-quality and 'well placed' learning and social spaces that support group and individual learning, discussion and debate
- Providing access to and encourage participation in sport, leisure and cultural activities both within the college and in our surrounding area
- Taking appropriate and evidenced action in response to internal and external student feedback
- Brokering strategic partnerships between academics, industry, specialists and other institutions to enhance the development of graduate attributes in all students
- Improving connectivity, proximity and liaison between schools and all college student support services, to better recognise and respond to the needs and expectations of our students, prospective students and graduates
- Encouraging alumni to continue to develop and support their local, national and global communities for the benefit of all

**Ambitions: We will measure success through:****Outstanding student experience**

- Proportion of learners graduating within the published programme timeframe
- Level of overall satisfaction expressed in response to the Irish Survey of Student Engagement (ISSE)
- QS stars ranking for student experience
- Active level of engagement within the NCI Alumni
- Active levels of industry engagement.



# Strategic themes

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Strategic themes

## Global impact

In this strategic theme, we highlight our approach to achieving global impact and internationalisation. This area has been a key driver behind our recent success and we now seek to make it one of primary differentiators.



#### AIM

To be global in our aspirations, impact and dimensions, to the benefit of the college, all of our students and our global communities.

#### OBJECTIVES

**To meet our aims, we will:**

- Expand our global outreach and capacity-building contributions
- Build integrated responses to complex global issues
- Promote global citizenship
- Ensure that we graduate global citizens

#### STRATEGIES

**We will achieve our objectives by:**

- Incorporating internationalisation in all areas of college activity, including a globally relevant curriculum, promoting global citizenship and collaborating on teaching, research and knowledge exchange with international partners
- Ensuring that internationalisation, through our International Office, has an appropriate presence and position of influence throughout the college and academic structures
- Building on the success of our Chinese collaborations, by expanding our academic partnership portfolio across all regions in which we are active

- Positioning ourselves at the forefront of understanding of trends in regions with the greatest pace of economic and social change, using our knowledge to support these regions
- Developing the reach and strengths of our activities and networks, in particular in regions where currently have no presence
- Creating new support initiatives and advancing our existing supports for our international students, alumni and stakeholders
- Promoting and recognising the value of international mobility, cross-cultural understanding and multiculturalism for all our students and staff
- Expanding the availability, and optimising the impact, of our international scholarships
- Improving international student induction, mentoring, mobility and representation
- Developing and promoting schemes, with appropriate funding, that will encourage domestic students to avail of an international experience in non-English speaking territories
- Optimising opportunities for domestic students to avail of international knowledge and exposure from engagement with our international student body and the global companies that surround our campus.

**Ambitions:** We will measure success through:

#### Global impact

- Proportion of international students across our strategic regions
- Activity in the Americas region
- Development of articulation agreements in all regions
- Number of domestic students that avail of an overseas international experience annually
- Proportion of academic staff not born in Ireland

# Strategic themes

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Strategic themes

## Lifelong learning

This strategic theme sets out the college's ambitions to encourage and promote ongoing development and learning across of our staff and graduates.





#### AIM

To challenge students and staff to be intellectually curious and to develop a thirst for continuing education, both formally and informally. Furthermore, to encourage these groups to seek to use their education and continuing development to make positive and ethical contributions to their communities.

#### OBJECTIVES

##### To meet our aims, we will:

- Enhance public engagement with our work, influence policymakers, and bring about change in the perceived value of education and access to education for all
- Make our resources and expertise widely available so that students can continue to avail of NCI research and publications
- Continue to engage with alumni in ways that highlights the benefits of continuing personal development and lifelong education

#### STRATEGIES

##### We will achieve our objectives by:

- Continuing to welcome local, national and global communities onto our campus and participate in lectures, conferences and other events
- Developing a suite of online programmes, both fee bearing and free, which allow access to those who otherwise would not be able to avail of an NCI education
- Arranging a series of workshops, lectures and debates that bring together groups who are interested in lifelong learning and the development of solutions to contemporary societal and industry problems
- Continuing to understand and develop educational opportunities for those who are looking to reskill, upskill or avail of education that would not be widely available or affordable to them

##### Ambitions: We will measure success through:

#### Lifelong Learning

- Volume of alumni engagements annually
- Ongoing monitoring of alumni in relation to career and societal impact
- Development and funding of the Centre for Education and Lifelong Learning (CELL).
- Promotion of information that promotes the alleviation of the contemporary challenges faced by society and industry.
- Development of a business case to enhance our online delivery.

# Strategic themes

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Strategic themes

## Socially engaged

In this strategic theme we set out our approach to embedding the principles of social responsibility, social justice, give-back and sustainability across the college.



## AIM

To create the conditions under which our students, staff and the wider community are inspired and supported to engage with and contribute actively and measurably to each of the communities in which they participate.

## OBJECTIVES

### To meet our aims, we will:

- Embed our commitment to social responsibility and sustainability in our curricula, policies, strategies and procedures
- Look to minimise the environmental impact of our operations and campus
- Enhance and maximise the contribution to society of the college, our staff, students and alumni
- Exhibit high ethical standards
- Engage positively with Dublin City Council, NEIC Initiative, the Children & Young Peoples' Service Community and other key partners over a range of issues, including strategic and local planning, transport and the relations between NCIs student and permanent communities
- Demonstrate our view that public engagement and community access are a key element of our purpose and, linked to research impact, by promoting, recognising and celebrating success in this area
- Provide expert contributions to public debate and policy-making, writing opinion pieces and becoming a leading player in the engagement agenda in Ireland
- Encourage individuals and teams of staff and students to participate in volunteering activities
- Promote the NCI Graduate's achievements, both locally and globally, in serving their community
- Become national thought leaders in restorative practice

## STRATEGIES

### We will achieve our objectives by:

- Motivating all members of the college community to become effective advocates who actively support best practice, innovation and leadership with regard to social responsibility, social justice and sustainability
- Integrating our existing ELI activities into our academic programmes so that all students understand their role in society and will participate in at least one charitable or community service activity in their time at NCI
- Offering each learner, the opportunity to study the broader aspects of current global challenges, social responsibility and sustainability, and to explore in depth how their chosen subjects relate to these
- Demonstrating and reporting our main social, environmental and economic impacts
- Recognising and sharing our current expertise, opportunities, activity and achievements relating to social responsibility, social justice, sustainability and the global challenges
- Managing our physical infrastructure and the procurement of goods and services in ways that maximise efficiency and effectiveness while minimising social, environmental and other impacts
- Improving our overall management of resources to reduce waste and maximise recycling
- Committing to contributing to meeting the global poverty challenge through fair trade
- Fully integrate the research expertise of ELI with the wider college research agenda, to increase the college's social engagement impact

### Ambitions: We will measure success through:

#### Social Responsibility

- Ensure that NCI becomes a standard bearer for environmental sustainability within the higher education sector
- Integration of existing ELI activities across all programmes and throughout the campus
- Volume of social enterprises created and supported annually
- Level of staff and student activities in social and community engagement



# Strategic themes

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Strategic themes

## Enterprise focused

This academic strategic theme sets out our approach for attaining our strategic goals through the pursuit of strategic partnerships and collaborations with industry.



#### AIM

To develop long-term productive partnerships and collaborations that augment the local and international standing of the college, employability of graduates and support for contemporary industry challenges.

#### OBJECTIVES

##### To meet our aims, we will:

- Position ourselves to create and develop industry partnership opportunities
- Continue to ensure that all programmes are developed to meet current and future workforce demands
- Play a pivotal role in helping industry to understand and address training and workforce educational requirements
- Globally, work with local and national Governments, to help develop and deliver national frameworks and education systems that address national skill deficits.

#### STRATEGIES

##### We will achieve our objectives by:

- Developing, and deriving benefits from, local and international strategic partnerships and collaborations with the commercial sector and governmental and other societal organisations, which are built on excellence and driven by shared interest
- Deepening our established relationships with research partners such as Enterprise Ireland (EI) and Dublin Regional Innovation Consortium (DRIC).
- Bringing an international research dimension to Enterprise Ireland and other interested bodies
- Hosting new, and developing existing, research centres, research conferences and innovation events
- Deriving maximum benefit from external expertise and participation in national and international networks
- Exploring opportunities to collaborate and share activities, services, systems and facilities internally with commercial partners, where mutual benefits can be realised
- Developing an infrastructure to engage with and maintain relationships with key industry partners.

##### Ambitions: We will measure success through:

##### Enterprise Focused

- Proportion of programmes with industry accreditation
- Monitoring of graduate employability rates
- Monitoring of meaningful industry relationships
- Volume of discipline-specific industry advisory groups in each of the key areas of business, computing and education
- Development of an international collaborative research centre
- Engagement with national governments in overseas markets.

# Strategic themes

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Strategic themes

## Recognised & respected

In this strategic theme we set out our approach to enhance NCI's national and global reputation, benchmark our performance across similar institutions and target high level international accreditations.





### AIM

To identify, resource and achieve a range of accreditations, rankings and professional exemptions that enhance the college's reputation, performance and international standing.

### OBJECTIVES

#### To meet our aims, we will:

- Identify and target global ranking frameworks, in particular QS Stars, that allow the college to benchmark performance against similar institutions
- Where appropriate, on a school or college level, look to attain accreditations that enhance the college's reputation and promote enhanced work practices
- Continue to look and attain exemptions from professional bodies, such as CIPD and ACCA
- Across all programmes gain industry accreditations on a course or module level
- Actively seek to receive accreditations that support best practice in our wider operations, in particular looking at diversity, equality and inclusion
- Foster a culture where we look to seek external validation of our activities and deliver best practice wherever possible

### STRATEGIES

#### We will achieve our objectives by:

- Preparing a submission to QS Stars and Unirank, then utilise results to continue to look for operational and academic improvements
- Ensuring that both schools, all centres and any other departments actively look for accreditations that improve our profile and allow benchmarking against similar organisations
- Funding and attaining AACSB accreditation for the School of Business
- Challenging each programme and module to assess where industry accreditations are achievable and appropriate, through the programmatic review process
- Continuing to work towards the Athena SWAN Bronze award
- Ensuring staff have appropriate training and information in equality areas to prevent discrimination, make reasonable adjustments and promote equality of opportunity
- Ensuring staff and students with particular needs have access to appropriate facilities and support

#### Ambitions: We will measure success through:

##### Recognised and Respected

- QS rankings results as submitted every three years
- Progression towards AACSB accreditation for School of Business
- Progression in relation to Athena SWAN









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