

INVITE  
DIALOGUE  
EFFECT  
VALUE  
PROMOTE

## DESIRE TO FLOURISH

STRATEGIC PLAN (2015-2020)  
of the Faculty of Theology,  
Pontifical University, St. Patrick's College, Maynooth





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# Chancellor's Foreword

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I am very pleased to introduce *Desire to Flourish* (2015-2020), the Strategic Plan of the Faculty of Theology, on behalf of the Board of Trustees of the Pontifical University, St Patrick's College, Maynooth.

The long history of Maynooth as an educational establishment bears testimony to a rich heritage of research, teaching and formation.

St Patrick's College looks confidently to the future, committed to developing as an institution and as a community at the service of church society and culture.

We echo the enthusiasm of Pope Francis in "how much good has been done by Catholic schools and universities around the world! This is a good thing." (*Evangelii Gaudium*, 65)

Building it on its long tradition, the Pontifical University is committed to facilitating the best, both academically and personally, of the students, staff and all stakeholders.

This Strategic Plan marks a new chapter in the life of the College. It acknowledges the speedy and difficult changes in educational environment in Ireland. The goals are consistent with the objectives of the *National Strategy for Higher Education* (2012) and consequent policies. As Trustees we continue to call on state to support smaller colleges in the tapestry of third-level education. It is also vital that it protects the place of the humanities, including Theology, in order to create a culture that is rich in values, as well as in wealth.

The Strategic Plan aims to ensure that the Pontifical University will continue to grow and flourish with greater international links, while continuing to contribute constructively to third level education in a more pluralist Ireland.

I wish to express the Trustee's gratitude to all those who have contributed to it's development, including all the stakeholders who have given generously of their time. In particular, I wish to acknowledge the commitment and dedication of the entire St Patrick's College community under the leadership of Mgr Hugh Connolly.

Archbishop Eamonn Martin  
Chancellor



# President's Introduction

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Welcome to our strategic plan, a key framework that will guide the advancement of *the Pontifical University* (St. Patrick's College Maynooth), over the next five years as it seeks to build quality and increase regional, national, and international profile and recognition. This plan has been developed over the course of a year in a consultative process that builds upon earlier collaborative endeavours of the Faculty of Theology now encapsulated in the *Quality Assurance Reports* - Internal, Peer and External - as well as the *Mission Statement* of the Pontifical University. I thank the Faculty and in particular Dr Michael Shortall for their commitment and industry in bringing this process to fruition.

Our strategic plan is ambitious. It defines how we will be successful within a challenging and changing higher education environment. The plan has been devised to enrich the experience of our staff, students, and stakeholders, and has been developed with their involvement and support through an extensive consultation programme that has also engaged with alumni and external partners and influencers. The Pontifical University has exciting aspirations as it moves into a new era of development. Our aims and objectives sit within a structure that integrates strategies in research, learning and teaching, in furthering our acclaimed tradition of theological scholarship and pastoral leadership

The verb *to flourish* is variously defined as: to be in a vigorous state; to thrive, to be in one's prime; to be successful and to prosper'. It is our desire with the aid of this comprehensive strategic plan to do all of the above.

Msgr. Hugh Connolly  
President





DESIRE TO FLOURISH

STRATEGIC PLAN (2015-2020)

# Executive Summary

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**The ‘desire to flourish’ is at the heart of the mandate of the Pontifical University, St Patrick’s College, Maynooth (*Sapientia Christiana* (1979), Forward, II) It is also names the driving force of the students, academic and support staff, trustees and all positively associated with St Patrick’s College.**

**This strategic plan charts how the Faculty of Theology of the Pontifical University intends to position itself to best advance in these challenging yet exciting times for Higher Education, Church and Society.**

Higher Education remains vital; especially in the uncertain educational and socio-economic context of today’s Ireland. This is particularly true for Catholic Higher Education Institutions, having recently undergone significant reduction and realignment. The resulting challenge for all HEIs is to articulate and advance priorities that sustain a mission while actively responding to changing needs.

***Desire to Flourish - Strategic Plan (2015-2020)*** follows an extensive and positive quality assurance evaluation and consultation process with stakeholders and interested parties. It contains five sections.

The first section sketches a brief profile of the Faculty of Theology of the Pontifical University, St Patrick’s College, Maynooth. The second maps an outline of the educational environment in which we operate, naming some of the current challenges and opportunities.

The third section restates the mandate of the Pontifical University as an ecclesiastical faculty and re-articulates our Mission Statement. Our central educational values are named in the fourth section. In sum they are: highest standards in teaching and learning, and research; respect towards all; and positive relationships that contribute to the common good and our mission. We are dedicated to sustaining a community in which such values thrive. A pillar central to our character as a faculty supports each value: in turn, they are expertise, rootedness and collaboration.

To this end, the fifth section outlines six key strategic priorities that will guide our actions for the next five years: enrich our identity; enhance student experience; increase student recruitment; augment staff capacity; build relationships with partners; strengthen governance and infrastructure. We will endeavour to invite, dialogue, effect, value and promote particular actions that will advance each objective. Finally, the sixth section outlines the process by which the plan will be implemented and reviewed.

This strategic plan is primarily an educational document. Apart from the direction it will provide for the Faculty, it is offered as a support to the on-going efforts to develop and deepen the financial and organisational structures that support our mission. In these challenging financial times we are conscious of the importance of financial sustainability. The Faculty of Theology believes that the mission, values, vision and goals articulated in this strategic plan are attractive and worthy of support.

The Faculty of Theology of the Pontifical University, St Patrick’s College, at home in a beautiful and historic campus that constitutes one of Ireland’s foremost heritage sites, envisions itself as “a renowned theological faculty, serving church, society and culture, nationally and internationally, through its academic quality, enriching learning community, and highest standards in intellectual, pastoral and professional formation.”

*Ad Majorem Dei Gloriam*

# 1. Our Profile

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# Profile

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**St Patrick's College, Maynooth is nationally and internationally recognised for the quality and value of its contribution to learning, scholarship and research, and formation since its original foundation as the Catholic National Seminary in 1795. In 1896 it was recognised as a Pontifical University with Faculties of Theology, Canon Law and Philosophy.**

A new era of expansion began in 1960's and culminated in the establishment of an independent National University of Ireland, Maynooth in 1997. St Patrick's College continues to share a heritage, resources and a mutually constructive relationship with the recently renamed Maynooth University. Through these recent changes, the Faculty of Theology has sustained the mandate of the Pontifical University (see page 14). The following profile is intended to briefly outline the current our make-up and character of the Faculty of Theology.

## Staff

The Faculty of Theology at St Patricks College Maynooth remains the largest theological faculty in Ireland. It is the only institution capable of offering a complete range of the theological disciplines by a highly-qualified staff in their respective disciplines. The academic staff comprised of 7 professors and 12 lecturers, supported by a dedicated administrative staff and a number of occasional staff.

## Students

In 2014-2015, the student population totalled 822 students (see table below). Of particular note is the trend of the undergraduate cohort - a key cornerstone of any discipline. In part, this is attributable to the recent rapid transformations in Irish society. Changes in the religious profile and the declining appeal of humanities subjects in economically uncertain times – experienced by the University sector across the country – have effected undergraduate full-time numbers.

Yet, the statistics also speak to the flexibility and engagement of the Faculty of Theology and resilience of the theological disciplines. Firstly, there remains a steady cohort at post-graduate level. Secondly, there is a significant growth in part-time students, particularly due to the new programmes being offered in religious education.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Postgraduate	78	76	61	65	91
Undergraduate	229	230	204	187	168
Further Programmes	48	41	55	34	48
Affiliated Programmes	45	309	278	225	139
Educational	0	0	7	263	277
Occasional Students (incl Philosophy)	60	50	64	58	99
<b>Overall Total</b>	<b>460</b>	<b>706</b>	<b>669</b>	<b>832</b>	<b>822</b>

## Programmes

In all 16 programmes at undergraduate and post-graduate level are delivered by the Faculty of Theology. They range from Religious Education through to specialised Master's programmes to full research doctoral programmes. The Faculty, empowered as a Pontifical University, also accredits and quality assures a further range of courses in collaboration with other organisations and in accordance with its mission and competence. Currently, there are 8 such awards. Due to its Pontifical University Status, it is possible to accredit a select few of other courses.

All awards are recognised on the National Qualifications Framework (NFQ) administered by Quality and Qualifications Ireland (QQI). Quality assurance is maintained through sector standard peer review processes and further overseen by AVEPRO – the review body for Ecclesiastical Universities and Faculties of the Catholic Church. (For a full list of awards as

## Teaching and Learning

Student feedback continually speaks highly of the personable learning environment experienced at Maynooth. Students often single out the quality of teaching staff, course content and approachability of all the staff.

The Faculty is dedicated to fostering a 'learning community' that supports active and engaged participation of students. Such a community promotes the full development of students while respecting uniqueness of each individual.

## Research

The Faculty is committed to ongoing research, demonstrated by the high quality publications of its members. Additionally, the Faculty sponsors internationally renowned journals:

- *Irish Theological Quarterly* (Founded in 1906) an international premier peer review journal in the field of Theology
- *Archivium Hibernicum* (Founded in 1911) a joint collaboration, with MU, a refereed history journal publishing archival sources and scholarly articles

Finally, the Faculty facilitates a vibrant hub of national and international conferences, symposia, public lectures, and research seminars. It regularly welcomes world-renowned scholars and hosts interdisciplinary conferences.

## Governance

The Pontifical University, St Patrick's College is an ecclesiastical institution mandated by the Holy See in accordance with the norms of *Sapientia Christiania* (1979) and its own Statutes.

Governance is entrusted to a trustee body, a corporate body so named in an Act of Parliament in 1845 (8 and 9 Vic., c.25) (art.1.2). The Trustees are comprised of the seventeen members of the Irish Episcopal Conference. The current Chancellor is the Archbishop Eamonn Martin, Archbishop of Armagh.

## Partners

The Faculty is also characterised by the range of relationships to which it is committed.

As an integral part of its mandate, the Faculty supports the academic pillar to formation of students in the National Seminary.

Arising out of a shared history and resources, it values its relationship with Maynooth University, collaborating closely in the delivery of some of its programmes and in interdisciplinary research.

The Faculty further engages with a range of ecclesial organisations, NGOs, other HEIs and statutory bodies, nationally and internationally, in accordance with its mission.

## Place

The Faculty is fortunate to be situated in one of Ireland's most recognisable and beautiful locations. The campus provides a wealth of resources. It also homes a community - many of whom are members of the Faculty - that helps sustain a proud heritage on which the Faculty is determined to build.

## 2. Our Educational Environment

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# Educational Environment

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**The environment in which the Faculty operates is shaped by many factors. The dominant features and trends in the wider landscape include: the increasingly competitive local and global market; the emphasis on accountability and transparency and the demand for improved performance and value for money; the related need for collaboration and partnership; the requirement to promote access and equity; and the generally the need to ensure and enhance quality.**

## **National Higher Education Policy**

The higher education sector continues to experience an unprecedented level of change in the aftermath of the economic downturn. Recent years have witnessed significant developments in national policy, new funding models, realignment, and indeed, reduction within the sector.

Pivotal during this time were *The National Strategy for Higher Education 2030* (Hunt Report) in 2011, *Towards a Future Higher Education Landscape* in 2012 and the implementation process that followed, overseen by the Higher Education Authority (HEA). The latter document, while affirming the primary goals of the national strategy, identified three main national objectives: improve student experience, improve impact on society and the economy and improve international recognition of the quality of Irish higher education. To achieve these outcomes, the HEA is advocating a movement towards more “coherent, diverse, and well co-ordinated HEIs, capable of meeting the social and economic needs of the country.” (p. 5)

It continues to be a difficult process due to the fragmented structure of the sector and the rapid transformations occurring nationally and globally. Yet much has changed; in part driven by educational initiative, in part by economic necessity. This structural reform envisaged by HEA may be summarised as follows:

- Clear articulation of mission and role
- Structured regional and mission based collaboration across a range of activities including sharing resources
- Flexibility in programme delivery (including blended learning) and the expansion of research degrees
- Mergers (where appropriate) of small institutions in receipt of public funding
- Discontinuing public funding to small institutions, except in areas of strategic significance
- Regulation of private sector to augment the public sector
- Rationalisation of unnecessary duplication. (p 7-9)

Although this reform has placed small HEIs in a vulnerable situation, the continued stress on collaboration also provides opportunities. In this light, Maynooth University is a key strategic partner for St Patrick’s College because of shared resources, academic activities and heritage. The Faculty is also committed to mission-based collaborations both nationally and internationally. Of special advantage is long standing history and reputation of St Patrick’s College within the international Catholic higher education community. (See Strategic Goal 5)

## The Catholic Higher Education Sector

One of the biggest impacts of the current policy is on the Catholic Higher Education Sector. Traditionally, it has been closely associated with the provision of teacher education provision in Ireland. The *Report of the International Review Panel on the Structure of Initial Teacher Education Provision in Ireland* (Sahlberg Report) of 2012 recommended a realignment and reduction to six centres. As a result, new models within the sector are currently being negotiated – including new models in the provision of theology and related subjects.

One such merger, that of Froebel College with Maynooth University, has had a direct bearing on the Faculty. In a constructive collaboration, the Faculty has taken on accrediting and delivering the certification of MU graduates to teach in Catholic schools. It coincides with another education-focused collaboration with Alliance for Catholic Education at the University of Notre Dame, Ind., U.S.A. This has been the first time the Faculty has provided for religious education within its range of subjects. Programmes such as these show how Faculty is well positioned to take initiatives in accord with its mission within the field of education.

Sadly, other small Catholic HEIs have closed or remain vulnerable. The reasons are complex. Part of the shifting trends is the rapidly changing religious profile in Ireland. It is a challenge also for the Faculty, as it is becoming more difficult to present theology as an attractive option, particularly among younger potential cohorts. However, evidence significantly suggests that it is still appealing when presented alongside other humanities. There is the added challenge of the general migration of students away from Humanities towards the so-called STEM (Science, Technology, Engineering and Mathematics) subjects, incentivised by clearer career prospects. In this context, the Faculty is continually committed to programme development that reflects the context of a new Ireland, in accordance with its mission. (See Strategic Goal 2,3)

## Trends in Higher Education

Along with the above developments in structural reform and shifts in a challenging market place, other dominant trends include: broadening access and participation; guaranteeing quality; emphasis on financial sustainability; the importance of collaboration and partnership.

Mass participation in higher education has been a feature of recent decades across the world. Demographics in Ireland point to further opportunities for expansion within the sector in the medium term. HEIs have also broadened access beyond traditional local cohorts, to include mature students, students of diverse backgrounds, and international students. It is imperative that the Faculty should expand the student body beyond its traditional base through more flexible programmes and modes of delivery, such as blended learning, and by marketing internationally (See Strategic Goal 3).

One of the principal aims of the HEA 2012 framework was to improve student experience. The Faculty is committed to the centrality of the student and enhancing the teaching and learning environment. Indeed, it is key to successful progression and retention, especially in first year, which continues to be a challenge for all Higher Education Institutions. The Faculty aims to cultivate an active and engaged education, within the wider formation of the person, that provides opportunities to develop understanding, critical appropriation, and empathy. (See Strategic Goal 2)

Nationally and internationally, research-funding trends are towards research-intensive institutions, and within STEM subjects, creating a difficult environment for many subjects within the humanities, including theology. Research and scholarship is central to our mission and remains a core commitment of the Faculty. The already noted current trend towards collaboration is related to financial constraint. In this regard, the Faculty is well positioned to develop partnerships at many levels, including interdisciplinary research. (See Strategic Goal 4, 5)

## **Theology in Higher Education**

*Theology in the Academy.* The migration away from the humanities has already been noted. It has been argued that this is facilitated by a national policy that prioritises the economy. Along with others, we wish to affirm again the contribution of the Humanities in higher education, and theology in particular, in shaping the future of Irish society, and therefore, the economy. It is accepted that a strong Humanities component is necessary for any well-developed higher education system. It is also recognised internationally that theology forms a natural part of this sector. Furthermore, international experience is appreciating the place of theology, religious studies and studies from within various religious traditions in furthering understanding and dialogue, and so social cohesion and civic responsibility in a more globalised multi-cultural world. It is therefore worthy of appropriate financial public support.

*Theology in the Church:* Catholic education, and specifically Catholic theology, also has an explicit ‘ecclesial function’, namely, to aid the articulation of belief and tradition. This mission is one of the advancement of knowledge and culture, according to Gospel values, and is aimed towards integral human fulfilment. (See *Ex Corde Ecclesiae*, 1990) The specific mandate of St Patrick’s College, Maynooth, also includes provision, and so formation for, the needs of the Irish church (*Sapientia Christiana*, 1979). Historically, this was fulfilled in the training of clergy. While, the Faculty remains dedicated in serving this responsibility, it also provides professional formation for new pastoral roles and ministries. The Catholic Church has committed itself to ensure a system of education and training of experienced laypeople (See *Share the Good News*, 2010, p. 213). In this area, the Faculty is well positioned to lead.

The map of the current educational landscape charts many challenges and opportunities. To take the right road, and so ensure the continued viability, requires experience of a complex reality. The Faculty therefore intends to propose means by which different skills and visions may be incorporated into its governance structures, as is best practice across the higher education sector. (See Strategic Goal 6)

## **Sustaining our Future**

These remain challenging financial times for small higher education institutions. Financial sustainability for any institution is best secured when based on a variety of sources. The Faculty is committed to supporting initiatives that will help sustain our mission including, increasing high-achieving full-time students, defending student funding, exploring complimentary uses of our resources, and encouraging philanthropy.

## **Conclusion**

The Faculty is dedicated to a mission over two-centuries old of teaching and learning, scholarship and research in the field of Theology. The highly qualified, motivated and dedicated teaching staff is confident and convinced of the value that theological inquiry has to contribute to the future of its students, graduates, society and Church in Ireland and further afield.

### 3. Our Mandate and Mission

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# Mandate

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## **Selected passages from John Paul II, *SAPIENTIA CHRISTIANA* Apostolic Constitution on Ecclesiastical Universities and Faculties (1979).**

(II) with regard to culture, Catholic universities have had and still have special importance. By their nature they aim to secure that "the Christian outlook should acquire a public, stable and universal influence in the whole process of the promotion of higher culture."

In the first place, the Church has entrusted to these Faculties the task of preparing with special care students for the priestly ministry, for teaching the sacred sciences, and for the more arduous tasks of the apostolate. It is also the task of these Faculties "to explore more profoundly the various areas of the sacred disciplines so that day by day a deeper understanding of sacred revelation will be developed, the heritage of Christian wisdom handed down by our ancestors will be more plainly brought into view, dialogue will be fostered with our separated brothers and sisters and with non - Christians, and solutions will be found for problems raised by doctrinal progress."

While carrying out their primary duty of attaining through theological research a deeper grasp of revealed truth, those engaged in the sacred sciences should therefore maintain contact with scholars of other disciplines ...

(IV) Teachers are invested with very weighty responsibility in fulfilling a special ministry

(V) To attain these purposes, Ecclesiastical Faculties should be organised in such a way as to respond to the new demands of the present day ...

In addition, there is a steadily growing interest being shown in the theological sciences, not only among the clergy but also by lay people, who are attending theological schools in increasing numbers.

Finally, a new attitude has arisen about the structure of universities and Faculties, both civil and ecclesiastical. This is a result of the justified desire for a university life open to greater participation, a desire felt by all those in any way involved in university life. Nor can one ignore the great evolution that has taken place in pedagogical and didactic methods, which call for new ways of organising studies. Then too there is the closer connection that is being felt more and more between various sciences and disciplines, as well as the desire for greater cooperation in the whole university environment.

# MISSION STATEMENT

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With an original foundation in 1795, St. Patrick's College, Maynooth is, since 1896, a Pontifical University, dedicated to the disciplines of philosophy and theology.

*Drawing on its Catholic tradition, the College is committed to the highest level in teaching and learning, research, and publication. As an institution it promotes the intellectual, human, and professional development of its students within an environment that respects autonomy and diversity.*

*The Faculty of Theology, further, strives to communicate, to conserve, and to innovate from within the Christian theological tradition and so contribute creatively to the wider church, society, and culture.*



## 4. Our Central Values, Supporting Pillars and Vision

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# Central Values and Supporting Pillars

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## **Animated by the Gospel and the Catholic tradition the Faculty of Theology values**

- Achievement of the highest standards in teaching and learning, research, and vocational formation, marked by academic accountability, critical reflection, experience, and flexibility
- Respect towards the uniqueness of each individual, responding to the diversity of backgrounds and need
- Relationships which are mutually beneficial with students, alumni, professions, government, higher education institutions, NGO's, the Catholic Church, other Christian denominations and world religions, at local, national and international levels, and contribute to the common good characterised by a special concern for people who are marginalised and the natural environment.

## **Upholding our values and mission are**

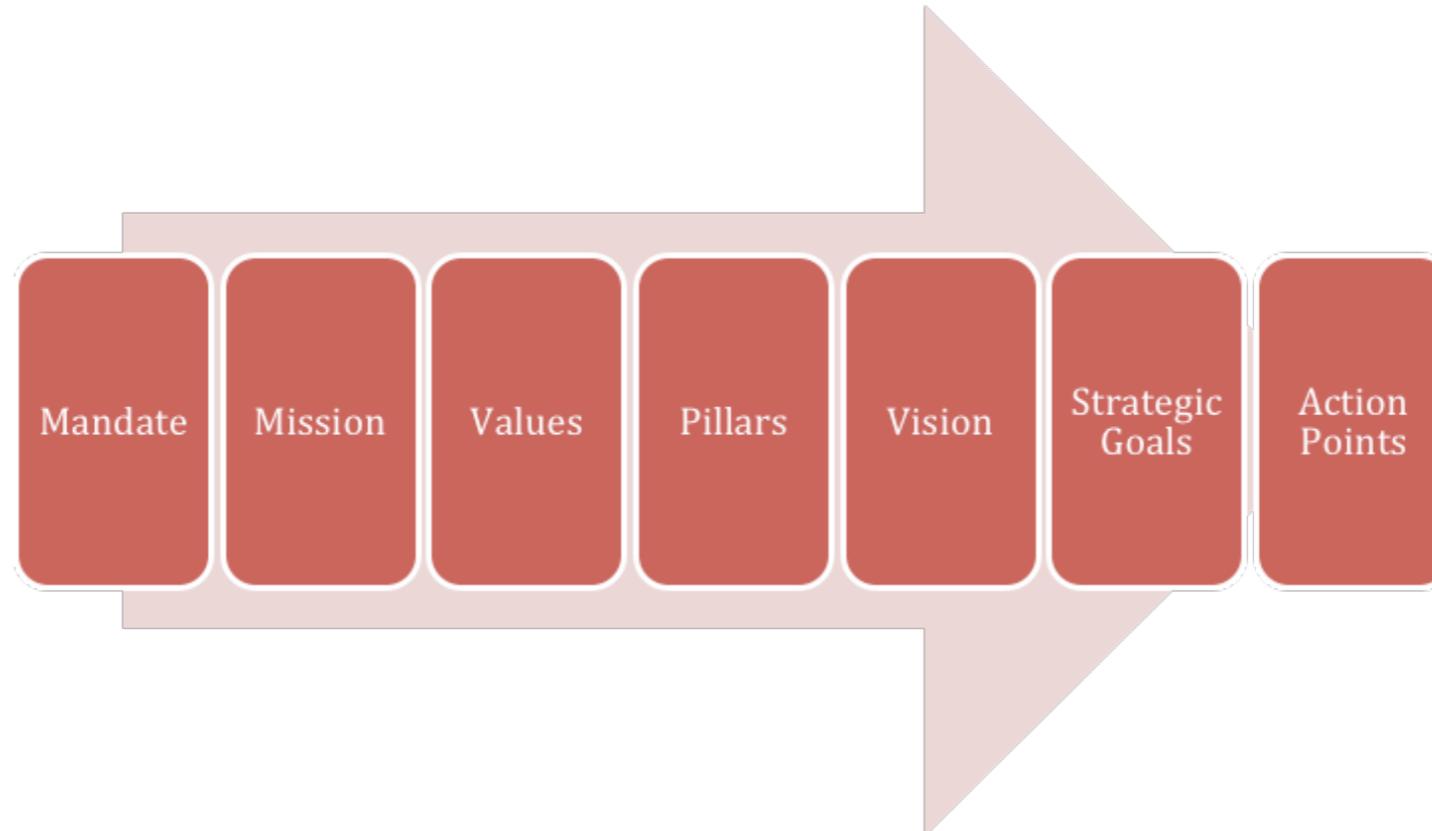
- Expertise as the largest theological institute in the Catholic tradition in Ireland, offering a complete range of theological disciplines delivered by a highly-qualified staff, sustained by resources, publication, dialogue, innovation and mutual support.
- Rootedness in a rich Catholic intellectual tradition and community, and commitment to ethical and academic values
- Collaboration characterised by attentiveness to students, engagement with the wider academic community, and constructive interaction with church, society and culture.



# Vision

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**As a Catholic theological faculty rooted in the Gospel, our vision is to flourish in the service of church, society and culture, nationally and internationally, through a community of research and learning that fosters intellectual, pastoral and professional excellence.**





## 5. Our Strategic Goals and Action Points

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# Strategic Goals

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*We propose the following strategic goals to guide our actions for the coming five years.*

## **Strategic Goal One: Enrich Our Identity**

We will celebrate and deepen a distinctive identity that is rooted in our mission and Catholic tradition, and practiced in an inclusive and supportive community.

## **Strategic Goal Two: Enhance Student Experience**

We will provide a helpful and challenging learning environment in which our students become reflective, skilled and confident graduates.

## **Strategic Goal Three: Increase Student Recruitment**

We will endeavour to increase recruitment and progression of students of diverse backgrounds.

## **Strategic Goal Four: Augment Staff Capacity**

We will augment staff capacity in areas of research related to our mission, pedagogical best practice, administrative effectiveness, and staff wellbeing.

## **Strategic Goal Five: Build Relationships with Partners**

We will build partnerships at various levels, nationally and internationally, with other higher education institutions and appropriate statutory bodies, ecclesial and other relevant organisations, and individuals who share our common mission and heritage.

## **Strategic Goal Six: Strengthen Governance and Infrastructure**

We will review and propose sustainable means to strengthen organisation, infrastructure and funding.

# Action Points

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The following key actions follow on from the six strategic priorities above and provide the basis for the supplementary operational plan and supportive framework. In achieving each strategic goal, the Faculty of Theology will ***invite, dialogue, effect, value and promote***.



<b>Strategic Goal One: Enrich Our Identity</b>		
1.1	Invite	into a community rooted in a Catholic identity, committed to fostering the intellectual and human growth of the person, respectful of autonomy and diversity, and considerate of the contribution of each individual
1.2	Dialogue	with and deepen engagement with organisations that share a common mission within the Catholic tradition, other Christian and religious traditions, society and culture
1.3	Effect	means by which students and faculty, as a body or as individuals, may as actively contribute to the church, society and culture in accordance with our mission
1.4	Value	participation in liturgical and spiritual life of the community
1.5	Promote	the unique identity and mission of the Faculty, students and partners in academic, ecclesial and national and international settings.

<b>Strategic Goal Two: Enhance Student Experience</b>		
2.1	Invite	students into a personable environment, equipped with appropriate resources and structures, that nurtures active and engaged learning, especially in first year
2.2	Dialogue	with students, stakeholders and partners in order to facilitate fuller participation of students in decision-making and university life
2.3	Effect	programmatic innovations designed to foster academic and generic skills, and graduate attributes
2.4	Value	highest standards in pedagogy and reflective practice, advanced by educational innovations, dialogue among peers and interaction with students
2.5	Promote	student achievements in scholarship, research and community service

<b>Strategic Goal Three: Increase Student Recruitment</b>		
3.1	Invite	learners from new demographics and backgrounds, nationally and internationally, by way of relevant, accessible and sustainable programmes and other initiatives
3.2	Dialogue	with other HEI's - especially Maynooth University - professional bodies, and ecclesial organisations towards new opportunities in module and programme creation and co-delivery
3.3	Effect	new programmes and initiatives through technology and flexible module delivery that will facilitate expanded access to our learning community
3.4	Value	a teaching and learning, and research culture, which supports student progression - especially of postgraduates - and entry from other HEI's.
3.5	Promote	through targeted outreach initiatives and marketing strategies, nationally and internationally

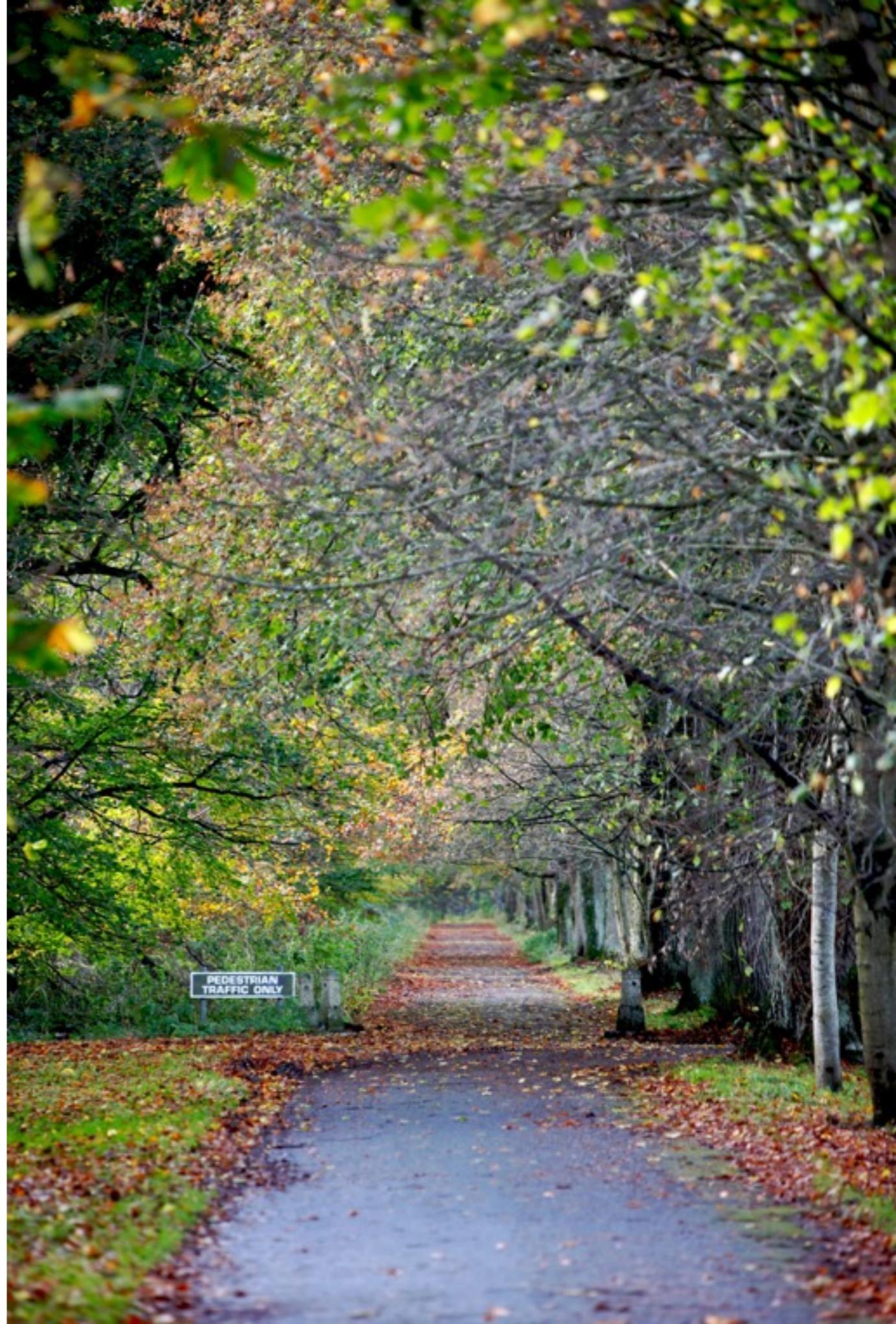
<b>Strategic Goal Four: Augment Staff Capacity</b>		
4.1	Invite	new and occasional academic and administrative staff into a supportive and effective environment
4.2	Dialogue	with academic associations and other ecclesial, social, cultural to facilitate and enhance the academic reputation of the Faculty
4.3	Effect	frameworks that support professional development and effective delivery
4.4	Value	a culture that values the personal wellbeing of each member of staff
4.5	Promote	research that advances theological inquiry and supports teaching and learning

<b>Strategic Goal Five: Build Relationships with Partners</b>		
5.1	Invite	collaborative initiatives of strategic mutual benefit with Maynooth University and other Higher Educational Institutions, nationally and internationally
5.2	Dialogue	towards advancing the common mission shared with related ecclesial, society, cultural and academic organisations
5.3	Effect	appropriate policies and procedures that support sustainable agreements
5.4	Value	our alumni and endeavour to build a network supportive of alumni and current students
5.5	Promote	and celebrate community and academic engagement activities among staff and students

<b>Strategic Goal Six: Strengthen Governance and Infrastructure</b>		
6.1	Invite	partners within education and other relevant sectors to contribute skills and experience, and participate in a structured and on-going way, towards the advancement of our mission
6.2	Dialogue	with trustees towards a review of corporate governance
6.3	Effect	new organisational structures internal to the faculty to better facilitate management, communication, and effective delivery of programmes
6.4	Value	an effective, efficient and sufficiently resourced administrative support structure and suitable learning infrastructure
6.5	Promote	financial sustainability by protecting current revenue streams, exploring new opportunities and supporting philanthropic relationships

# 5. Implementation

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# Strategic Implementation

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***Desire to Flourish: Strategic Plan 2020*** is accompanied by the following operational plan and accompanying framework.

## **Operational Plan**

Firstly, the operational plan lays out the actions currently identified as required to attain our strategic goals. A number of actions deliver on several goals, which are identified in the succeeding brackets. (Note: these are hyper-linked in the electronic version.)

It is intended that actions will be prioritised – and if necessary supplemented – on a yearly basis during the five consecutive Academic years of the term of this strategic plan (2015-2020). This annual process will be more detailed, naming potential delivery strategies, roles and responsibilities.

Both plans function as living documents. Progress and advancement will be triangulated between the proposals of this document and the external environment. Its implementation will therefore remain flexible in order to ensure that we are best positioned to adapt to circumstances as required.

## **Supporting Framework**

Secondly, the supporting framework is designed to drive the plan forward, while monitoring and communicating progress. It will be driven by Faculty Management, Trustees, Partners and Stakeholders. In particular the proposed Senior Management Team will take responsibility for progress of the plan, authorising academic boards where appropriate and taking initiative where necessary. Oversight will be provided by the Trustees and proposed Governance structures.

The Strategic Plan will be reviewed and evaluated on an annual basis by the Faculty. On this basis, the Senior Management Team on behalf of the Faculty will present an annual Trustee report. Furthermore, in the interests of transparency, an annual overview charting progress over the life of this plan will be published and presented to significant partners and stakeholders.



DESIRE TO FLOURISH

APPENDIX

# Desire to Flourish: Overview



**Mission:** Drawing on its Catholic tradition, St Patrick's College, Maynooth is committed to the highest level in teaching and learning, research, and publication. As an institution it promotes the intellectual, human, and professional development of its students within an environment that respects autonomy and diversity.

The Faculty of Theology, further, strives to communicate, to conserve, and to innovate from within the Christian theological tradition and so contribute creatively to the wider church, society, and culture.

Therefore we will:

1. Enrich our Identity	2. Enhance Student Experience	3. Increase Staff Capacity	4. Augment Staff Capacity	5 Build Relationships with Partners	6. Strengthen Governance and Infrastructure
<i>Celebrate and deepen a distinctive identity that is rooted in our mission and Catholic tradition, and practiced in an inclusive and supportive community</i>	<i>Provide a helpful and challenging learning environment in which our students become reflective, skilled and confident graduates</i>	<i>Increase recruitment, retention and progression of students of diverse backgrounds</i>	<i>Enhance staff capacity in areas of research related to our mission, pedagogical best practice, administrative effectiveness, and wellbeing</i>	<i>Foster partnerships, nationally and internationally, with other higher education institutions, statutory bodies, ecclesial and other relevant organisations and individuals who share our mission</i>	<i>Review and propose sustainable means to strengthen organisation, infrastructure and funding</i>
<b>Invite</b>					
1.1 Into an inclusive community rooted in a Catholic identity	2.1 into a personable learning environment, especially in first year	3.1 Potential new cohorts	4. 1 Qualified, skilled and diverse staff	5.1 Collaboration with HEIs	6.1 Supplementary skills and experience into governance
<b>Dialogue</b>					
1.2 With other Christian and religious traditions, society and culture	2.2 Towards fuller participation of students	3.2 Towards identify collaborative opportunities	4.2 Within academic disciplines	5.2 With organisations that share our mission	6.2 Towards a review of corporate governance
<b>Effect</b>					
1.3 Contributions to church, society and culture	2.3 Innovations that foster graduate attributes	3.3 New programmes and flexible modes of delivery	4.3 Professional development	5.3 Sustainable agreements	6.3 New internal organisational structures
<b>Value</b>					
1.4 The liturgical and spiritual life of the community	2.4 Highest standards in teaching and learning	3.4 Progression, especially of postgraduates	4.4. Staff well-being	5.4 Our alumni	6.4 A resourced administration and infrastructure
<b>Promote</b>					
1.5 Visibility	2.5 Student achievement	3.5 Targeted initiatives and marketing	4.5 Research culture	5.5. Community and academic engagement	6.5 Finaical Stability

# Awards of the Pontifical University

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The following are awards currently being delivered. For Statements of Compatibility see NARIC Ireland Foreign Qualifications, hosted by Quality and Qualifications Ireland at [search.qqi.ie](http://search.qqi.ie).

## **NFQ Level 10**

Doctorate in Philosophy (DPhil)  
Doctoral Degree in Theology (PhD)  
Doctoral Degree in Divinity (DD)  
Baccalaureate in Philosophy (BPhil)

## **NFQ Level 9**

Licentiate Degree in Divinity (STL)  
Master's Degree in Theology (MTh)  
Master's Degree in Theology (MPS)  
[Specialisation in Pastoral Theology]  
Master's Degree in Liturgical Music (MLM)

## **Level 8**

Bachelor of Divinity (BD)  
Bachelor of Theology (BTh)  
Bachelor of Philosophy  
Bachelor of Arts and Theology (BATH)  
Higher Diploma in Theological Studies (HDTS)  
Higher Diploma in Philosophy  
Higher Diploma in Pastoral Liturgy (HDPL)  
Higher Diploma in Pastoral Theology (HDPS)  
Diploma in Theology

## **Level 8 (Special Purpose)**

Higher Diploma in Counselling (Marriages and Relationships)  
Postgraduate Certificate in Religious Education and Theological Studies  
Certificate in Catholic Religious Education and Theological Studies  
Diploma in Catholic Education (DCE)

Certificate in Person Centered Counselling

## **Level 7**

Certificate in Theology

## **Level 7 (Special Purpose)**

Diploma in Philosophy and Arts (DPA)  
Diploma in Pastoral Theology (DPT)  
Diploma in Diaconate Studies (DDS)  
Diploma in Spirituality  
Certificate in Theological Studies  
Certificate in Christian Studies

## **Level 6 (Special Purpose Award)**

Certificate in Spirituality