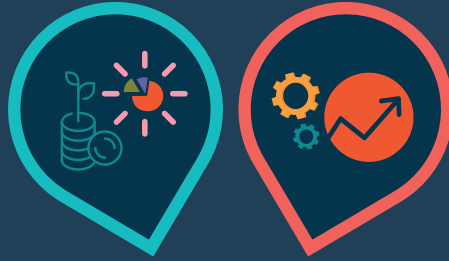
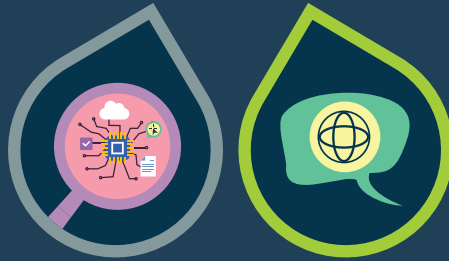


CORPORATE STRATEGIC PLAN

2023–2026



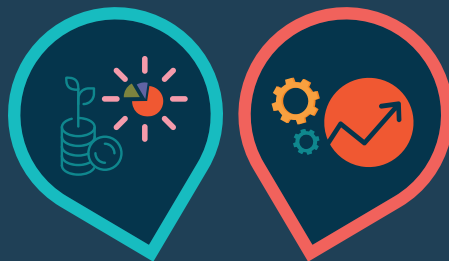
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HEA | HIGHER EDUCATION AUTHORITY
AN tArd-Ceolais

PLEAN STRAITÉISEACH CORPARÁIDEACH

2023–2026



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HEA | HIGHER EDUCATION AUTHORITY
AN tArd-Ceolais

CORPORATE STRATEGIC PLAN

2023–2026





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Foreword from the Chair of the Higher Education Authority

I am pleased to present the Higher Education Authority's (HEA) Corporate Strategic Plan for 2023–2026. This is the organisation's first strategic plan since the introduction of the Higher Education Authority Act 2022. The strategic objectives set out in this plan address our vision and mission both of which are direct reflections on our legislative remit, current national and international frameworks, and policies.

Over the next three years, the HEA will work to continue to fund and to develop our higher education and research system as one that focuses on the needs of students, and which involves the student voice in shaping the future of higher education in Ireland.

The HEA remains committed to driving balanced planning for the sector to ensure continuity in the delivery of teaching and learning in line with international best practice, the sustained implementation of the National Access Plan, the forging of new pathways into higher education through tertiary cooperation, and the persistent progression of equality, diversity, and inclusion across the sector.

In collaboration with institutions the HEA will also continue to develop upskilling opportunities to address national needs through programmes of varying type and scale. The HEA will build on the success achieved by the sector in advancing new partnerships and collaborations on a national, all island, and international stage, such as through new alliances made under the European Universities Initiative. While the system looks towards the launch of Taighde Éireann – Research Ireland, the HEA is also preparing to work with that agency in a way that supports planning for the research environment and the open dissemination of research findings, for researcher development, and for the enhancement of research-informed teaching.

As the sector continues to adapt to delivering education and research in an environment changed by the COVID-19 pandemic, technology, and environmental concerns, the HEA will work with institutions to identify shared learnings that will improve system performance and serve to further enhance a co-regulated sector which is accountable, equitable, and transparent. In exercising our mandate, the HEA continues to have due regard for institutional autonomy and academic freedom. We will work with governing authorities, presidents, and the senior leadership teams of institutions to align their strategies with national and regional aims and see that agreed objectives are delivered through frameworks and effective performance management.

The HEA is committed to working with the Minister for Further and Higher Education, Research, Innovation and Science and his Department, and will work with institutions to deliver data and policy advice with a view to progressing government policy. As the lead agency with central oversight of our higher education and research system, the HEA will work towards the continuing success of our system as one built on supporting students, achieving excellence, cohesion and balanced planning, co-regulation, collaboration, and cooperation.

Michael Horgan,
Chairperson



CEO Preface

This Corporate Strategic Plan for 2023 – 2026 has been prepared following a consultation process within the HEA and with our stakeholders. Our mission, to fund, develop, provide oversight and regulation, and to provide advice on sectoral growth, arises from the functions of the HEA, as defined in the most recent legislation, the Higher Education Authority Act 2022.

In line with this new legislation, the plan sets out ambitions for how the HEA will build on previous achievements, uphold its commitment to implementing national and international frameworks, and policies already in place, and work with the sector to further its growth. We aim to build on the significant developments in landscape reform achieved under the previous strategic plan and to continue to progress changes in access to higher education, the ways in which higher education is delivered, and research in this sector. This plan takes into account the diversity of the higher education and research sector in Ireland, how our institutions deliver on a national and international basis, as well as how they serve their regions.

The introduction of the Higher Education Authority Act 2022 strengthens our system. By building on previous legislation, the Act enables the HEA to support the higher education and research system as one that will continue to serve the needs of students, our economy, and society. Further changes to our system, particularly in the areas of research and the research environment, are in motion, and will likely come to fruition while this plan is in place. The HEA will respond to these circumstances as appropriate.

The implementation of this strategic plan incorporates performance measures in areas that demonstrate our commitment to best practice in higher education and which inform our planning and operational direction. The HEA Executive will monitor the implementation of this plan to evaluate the impact and performance of this strategic initiative and specific key performance measures will be agreed with the Minister for Further and Higher Education, Research, Innovation and Science and his Department on an annual basis in line with budget and resource availability.

I wish to thank Mr. John Randall CBE, who worked with the HEA to develop this Corporate Strategic Plan. I would also like to thank our stakeholders, who contributed to its development. Their contribution has been essential in determining the goals, objectives and actions for the next three years.

Dr Alan Wall,
CEO

Our vision

The Higher Education Authority will work with institutions to deliver an Irish higher education and research system that is consistently achieving world-class standards of teaching, learning, and research, demonstrating the values of excellence, academic freedom and integrity, inclusivity, and social and environmental responsibility, as a means to serving the needs of the people and economy of Ireland.

Our remit

The remit of the HEA is set out in the objects and functions under the Higher Education Authority Act 2022. Under the Act the HEA will:

- > promote the attainment and maintenance of excellence in teaching, learning, and research in a high-quality higher education system,
- > support institutions of higher education in contributing to social, economic, cultural, and environmental development, sustainability, and the use of the Irish language, through leadership, innovation, and agility,
- > hold institutions of higher education to account for their performance and for securing value for money in the use of funding provided by the HEA,
- > advance equality of opportunity, diversity, and inclusion in higher education,
- > strengthen engagement with the education system and society generally,
- > respect the academic freedom of higher education providers and academic staff in those providers,
- > acknowledge the responsibility of designated institutions of higher education for the performance and governance of those institutions, and
- > address the needs of the student in higher education as a primary consideration.

Our mission

Derived from our statutory remit the mission of the HEA is to advance the interests of students and society by **funding** institutions of higher education, working with them to **develop** the sector, exercising **regulatory oversight**, and providing **advice** to Government.

In delivering this mission, the HEA will:

- **Fund** higher education institutions transparently and equitably, encouraging excellence, value for money, and delivering maximum impact,
- Work with the sector to **develop** the higher education system in accordance with national and international societal and economic objectives, and best practice, and to advise institutions in relation to best practice in governance and system performance,
- Provide **advice** to the Minister and the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), on strategies to enhance performance, facilitate access, and enable Ireland to lead internationally in higher education, teaching and learning, and higher education research.

In exercising its powers of **regulation and oversight**, the HEA will ensure that their use is proportionate, consistent, informed by risk and effective; that the co-regulation model respects the first instance responsibility of institutions for their own governance; and that the core tenets of the academic freedom of higher education institutions and their staff are upheld.

HEA strategic priorities

Context

For the period 2023–2026, our priorities have been identified under four strategic themes. These are the four areas of work that comprise the mission of the HEA. They are complemented by the corporate functions that underpin and enable achievement of the mission, together with the overarching requirement of the Higher Education Authority Act 2022 to give primacy to student needs.

Student Interests

The HEA is committed to progressing the interests of students from undergraduate to postgraduate, and across lifelong learning and research. In this new plan we will build on our efforts to support further access and build more diverse pathways into higher education. We are committed to capturing the student voice through continued engagement at national and institutional levels, and through targeted instruments such as the annual student survey.

Our four strategic themes are:



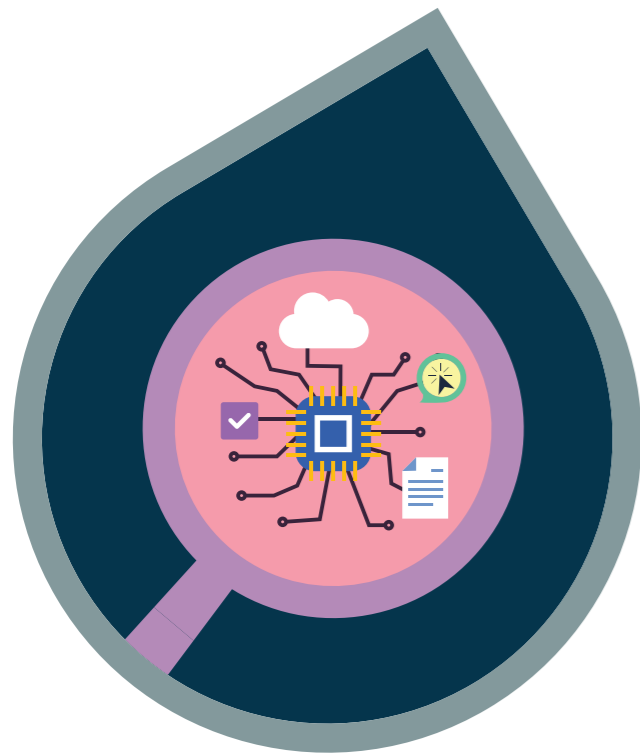
Fund

The HEA is committed to the timely delivery of funding to institutions and to engaging with institutions to develop the annual estimates submission for the sector.

Develop

In the period 2023–2026, the HEA will continue to provide developmental opportunities in areas including teaching and learning, research, system and institutional performance, governance, sustainability, and leadership development. Developing the sector will involve leading work with stakeholders across the sector, identifying priorities locally, regionally and nationally, and engaging with, and addressing, the needs of students and society.





Regulate & Oversight

The HEA will develop policies and procedures for the use of the powers of intervention provided by the Higher Education Authority Act 2022. In developing conditions of funding, compliance, and oversight for designated institutions of higher education, the HEA will consult with its stakeholders. The HEA will also continue to monitor and evaluate the use of funding and consistency in governance across our institutions.

Advice

In relation to the performance of its functions, the HEA has the power and the responsibility to advise the Minister on any matter, including, on the overall provision of student places, the overall higher education research system, and on national policy on higher education, and as requested. The HEA will enhance its processes to enable it to further interrogate and interpret the data it holds in support of these advisory functions.



The HEA as an organisation

Realisation of these strategic priorities will require cross-organisational action and change. Sections dealing with communications, IT, HR, finance, data, statistics, internal governance, and other services will all play a vital role in supporting delivery of the key strategic objectives of this plan across all four themes.

Objectives and performance measures

For the purpose of measuring performance on HEA strategic priorities, areas of activity and associated performance measures are grouped into the following areas: (see tables below)

- > commitment to excellence in teaching and learning, and student development,
- > external engagement,
- > HEA operations, resourcing, and evaluation,
- > funding, sector performance and development, and capacity building, and
- > transparency and accountability.

Measures may be initiatives to be put in place a process or a system. Such initiatives could include such things as the renewal or development of an IT system or development of the policies and processes to be used for implementing new regulatory powers. The measure will usually be completion of the initiative by the target date. The longer-term nature of such initiatives means they are likely to be included in the three-year Corporate Strategic Plan.

The second type of measure relates to recurring functions, such as periodic reporting to the Minister, the publication of the HEA annual report, annual budget and accountability meetings with institutions, and submission rates of regular financial reports from institutions. The usual measure will be 100% compliance with requirements. The overall expectation of continuing to meet that measure is a strategic objective; meeting that target in relation to each specific matter is appropriate to the annual plan.

The third type of measure is quantitative and involves a numerical target set in relation to a baseline. Such measures feature strongly in the annual operating plan which is now provided for in s.21 of the Higher Education Authority Act 2022. The Act requires performance targets to be set for the activities outlined in the plan. The annual plan has to be submitted to the Minister within 28 days of notification of the annual financial settlement. This enables the plan to take account of the resources, both financial and human, available for allocation for the year. In turn, this allows metrics to be set for realistically achievable targets in relation to current baselines. Given that most measures are dependent on resources available, and these resources are set on an annual basis, it is in the annual plan that most performance metrics will be found.

In addition to the performance measures in this three-year Corporate Strategic Plan, the HEA is also required to produce annual operating plans where more detailed performance metrics and associated KPIs will be found. These metrics will be quantitative and involve a numerical target set in relation to a baseline.

Develop

#	Strategic Priority	Area	Strategic Objective	Performance Measures
1	Develop	Commitment to excellence in teaching and learning, and student development.	Enhancing and rewarding teaching and learning at higher education institution (HEI) level.	<p>(1) Review and renew the strategy for the enhancement of teaching and learning (Q3 2024).</p> <p>(2) Review and update the student success strategy (Q1 2025).</p> <p>(3) Continue the Strategic Alignment of Teaching and Learning Enhancement (SATLE) Fund (2023–2026).</p> <p>(4) Monitor system progress on national strategic themes (2023–2026).</p> <p>(5) Continue Disciplinary Excellence in Learning & Teaching Awards (DELTA) (2023–2026).</p>
2	Develop	Funding, sector performance and development, and capacity building.	Improve performance objectives of HEIs.	<p>(1) Develop and launch a revised strategy and performance dialogue process (Q3 2024).</p> <p>(2) Publish HEI performance agreements which set out strategically aligned performance objectives supported by metrics and targets (Q2 2024).</p> <p>(3) From 2025, implement an annual review process with HEIs (2025–2026).</p>
3	Develop	Improve the capture and analysis of information.	Capture information to better inform the higher education sector through improvements in collecting and analysing methods.	<p>(1) Commence process(es) to redevelop the student record system and to develop a staff database (2023–2026).</p> <p>(2) Enhance the evidence base to inform capital on investment decisions and to support DFHERIS on the student accommodation work programme (2023–2026).</p> <p>(3) Continue to produce quality, evidence-based data that measures the progress of the National Access Plan and informs national targets (2023–2026).</p>

Develop

#	Strategic Priority	Area	Strategic Objective	Performance Measures
4	Develop	Funding, sector performance and development, and capacity building.	Capacity building for system governance.	<p>(1) Review of HEA systems and the processes for governance with reference to the Higher Education Authority Act 2022 (2023–2026).</p> <p>(2) Formalise critical incident management procedures for governance and the governance escalation process (2023–2026).</p> <p>(3) Develop a proposal for the HEA-HEI Annual Governance Statements, Governance system, Customer Relationship Omni Interface. (2023–2026).</p> <p>(4) Call for funding proposals from HEIs for targeted measures to improve governance capacity (Q2 2025).</p>
5	Develop	Funding, sector performance and development, and capacity building.	Developing the sector through balanced planning, by increasing system capacity in higher education and research, and by strengthening collaboration and cooperation.	<p>(1) Development of national research infrastructure (2023–2026).</p> <p>(2) Build capacity in research collaboration and cooperation on an all-island and international basis (2023–2026).</p>
6	Develop	Funding, sector performance and development, and capacity building.	Management of programmes to meet national skills objectives.	<p>(1) Strategic planning and development of HEA skills programmes to ensure relevant national targets in respect of undergraduate and postgraduate, life-long learning, and apprenticeship provision are achieved (Q4 2023).</p> <p>(2) Effective and efficient implementation of the skills programmes ensuring all relevant targets are achieved, including communication of specific requirements to HEIs (Q3 2024).</p>
7	Develop	Funding, sector performance and development, and capacity building.	Promote cooperation and collaboration with higher education sectors outside of the State, having regard to the Government's international strategy for higher education.	<p>(1) Develop policies to give effect to promoting cooperation and collaboration with higher education sectors outside of the State (2023–2026).</p> <p>(2) Continue to promote and deliver the Government of Ireland International Education Scholarship Programme or successor as part of the international strategy now published. (2023/4–2026).</p>

Develop

#	Strategic Priority	Area	Strategic Objective	Performance Measures
8	Develop	Funding, sector performance and development, and capacity building.	Develop within Erasmus+ blended intensive programmes for students unable to commit to extended periods of study abroad.	(1) Develop new opportunities for mobility through blended intensive programmes to enhance accessibility of international experience (2023–2026).
9	Develop	Funding, sector performance and development, and capacity building.	Work with institutions to advance and embed work in EDI and Ending Sexual Violence and Harassment across the sector.	<p>(1) Develop a cohesive equality, diversity, and inclusion (EDI) policy framework for the higher education and research sector (2026).</p> <p>(2) Progress and monitor the advancement of gender equality in the higher education sector through the implementation of the relevant recommendations of the HEA Second Review of Gender Equality in Irish Higher Education Institutions (2026).</p> <p>(3) Advance work on Ending Sexual Violence and Harassment in the higher education sector through the supporting frameworks and action plans (2022–2024).</p> <p>(4) Advance work on race equality in the higher education sector through the HEA Race Equality Implementation Plan 2022–2024, and associated Anti-Racism Principles (2022–2024).</p> <p>(5) Conduct reviews of progress made under the above plans in 2024 and establish indicators up to the end of 2026 based on review outcomes (2024–2026).</p>
10	Develop	External engagement.	Stakeholder engagement and management.	<p>(1) Engagement with enterprise across multiple fora in 2024.</p> <p>(2) Engagement with the public through media campaigns (annually Q2/Q3).</p> <p>(3) Scheduling events and gatherings to facilitate information sharing and good practice (2023–2026).</p> <p>(4) Formation of working groups, to engage with stakeholders as needed, and to include engagement with institutions on meeting identified national skills requirements (2023–2026).</p>

Develop

#	Strategic Priority	Area	Strategic Objective	Performance Measures
11	Develop	Commitment to excellence in teaching and learning, and student development.	Aid the development of staff in teaching and learning and research talent.	<p>(1) Support the professional development of staff through advancing work on the Professional Development Framework and Professional Recognition Framework (Q2 2024).</p> <p>(2) Aid the development of the research talent pipeline and promote researcher mobility (2023–2024).</p>
12	Develop	Commitment to excellence in teaching and learning, and student development.	Supporting staff and students in higher education.	<p>(1) Support the implementation of the Healthy Campus Charter and Framework (2023–2026).</p> <p>(2) Develop a HEA Strategy for Student and Staff Health & Well-Being (Q1 2025).</p> <p>(3) Continue work on the future proofing of the studentsurvey.ie (2023–2026).</p>
13	Develop	Funding, sector performance and development, and capacity building.	Enable a reduction in public sector emissions in collaboration with stakeholders.	(1) Progress decarbonisation programmes for the higher education sector (2023–2026).

Fund

#	Strategic Priority	Area	Strategic Objective	Performance Measures
1	Fund	Funding, sector performance and development, and capacity building.	Development of funding framework.	(1) Funding framework is prepared and updated as required (2023–2026).
2	Fund	Funding, sector performance and development and capacity building.	Continue to improve the effectiveness and efficiency of ‘System Funding’ operation.	(1) Timely and accurate processing of grant and programme payments to HEIs (2023–2026). (2) Grant notifications provided to HEIs by 1st March annually (2023–2026). (3) System Funding standard operational procedures are in place for all key processes and reviewed at least every two years (2023–2026).
3	Fund	Funding, sector performance and development and capacity building.	Developing the sector through balanced planning, by increasing system capacity in higher education and research, and through the strengthening of collaboration and cooperation.	(1) Effective delivery of Capital Investment programmes (2023–2026). (2) Targeted funding for system development (2023–2026). (3) Fund and support the development of the Irish HE Research environment including open research and the embedding best practice in research with reference to ERA priority actions (2023–2026).
4	Fund	Funding, sector performance and development and capacity building.	Ensure effective oversight of the Authority’s Capital Investment Programme.	(1) Accountability in accordance with the Oversight Agreement for the Authority’s Capital Investment Programme (2023–2026).
5	Fund	Funding, sector performance and development and capacity building.	Skills and employability – contribute to national skills provision and ensure student graduate employability.	(1) Provision of funding for upskilling and reskilling initiatives (Q4 2023). (2) Provision of funding to ensure an agile and innovative system to respond to skill needs as they arise in the economy (Q2 2025).

Advice

#	Strategic Priority	Area	Strategic Objective	Performance Measures
1	Advice	Funding, sector performance and development, and capacity building.	Provide advice to government on tertiary education and research as required.	(1) Delivery of additional system capacity in Dentistry, Medicine, Nursing, Pharmacy, and Veterinary Medicine, with additional programme places available in these disciplinary areas (2024–2028).
2	Advice	Funding, sector performance and development, and capacity building.	Identify and support annual policy themes for the HEA to inform approaches to sector development.	(1) Creation of policy fora with academics, HEIs, stakeholders and policymakers on specific research themes identified by the HEA and dissemination of outcomes (2024–2026), including themes that focus on identifying barriers to student and HEI development.

Regulate and Oversight

#	Strategic Priority	Area	Strategic Objective	Performance Measures
1	Regulate & Oversight	Transparency and accountability.	Safeguarding public funds, the funds of institutions and, thereby, safeguarding the interest of students in terms of finance, governance, and other risk monitoring of HEIs.	<p>(1) Development of early warning signals, monitoring risk and trends across sections (2023–2026).</p> <p>(2) Request for information from HEIs (100% compliance) (2023–2026).</p> <p>(3) Oversight agreement reviewed and updated annually, and signed by all HEIs Q1 annually (2023–2026).</p> <p>(4) Budget meetings held with all HEA funded HEIs by the end of Q2 annually (2023–2026).</p>
2	Regulate & Oversight	Transparency and accountability.	Oversight and accountability.	<p>(1) Monitor the outcomes of skills initiatives to provide evidence for policy development (2023–2026).</p> <p>(2) Regular reporting against the funding, management and aims of the National Access Plan (2023–2026).</p> <p>(3) Ensure accountability in the expenditure of public funding (2023–2026).</p> <p>(4) Review supports for student mental health and wellbeing (2023–2026).</p> <p>(5) Ensuring accountability concerning land purchasing (2023–2026).</p> <p>(6) Oversee Technological Sector property transactions (2023–2026).</p> <p>(7) Provide HEIs with an annual schedule of data and information required by the HEA (2023–2026).</p>

Regulate and Oversight

#	Strategic Priority	Area	Strategic Objective	Performance Measures
3	Regulate & Oversight	Transparency and accountability.	Maintaining and building on progress on system governance.	<p>(1) Review and development of annual Oversight Agreements (Q4 annually).</p> <p>(2) Review and development of annual Governance Statements (Q3 annually).</p> <p>(3) Co-ordinate with Finance the review of annual Audited Financial Statements (Q2/3 annually).</p> <p>(4) Review governance matters arising from regular institutional reports (per quarter).</p> <p>(5) Implementation and review of Protected Disclosure Procedures (Q4 annually).</p>
4	Regulate & Oversight	Transparency and accountability.	Supporting effective governance of HEIs.	<p>(1) Develop Governance Oversight Framework for HEIs (2023) Q1 2023.</p> <p>(2) Publish Framework and consult with the sector on measures required 2023–2024 (Q2 2023).</p> <p>(3) Annual engagement with key sectoral governance stakeholders on annual governance statements and other elements of the Framework (2023–2026).</p> <p>(4) Develop guidance on governance requirements of the HEA Act 2022.</p>
5	Regulate & Oversight	Transparency and accountability.	Reflecting on practice.	<p>(1) Governance reviews in Q2 annually (2023–2026).</p> <p>(2) Thematic reviews (resulting from Governance Reviews) (Q1 2024 and annually thereafter as appropriate).</p>

HEA as an Organisation

#	Strategic Priority	Area	Strategic Objective	Performance Measures
1	HEA	HEA operations, resourcing, and evaluation.	Enhancement of information systems and data.	(1) Development of key data dashboards (2023–2026). (2) Working across HEA sections in improving data analysis, interpretation, and integration (2023–2026).
2	HEA	HEA operations, resourcing, and evaluation.	Development of ICT and Digital Strategy to complement the Corporate Strategic Plan.	(1) Deliver ICT and Digital Strategy by Q2 2024. (2) Maintain and ensure sufficient systems uptime for optimal performance (2023–2026).
3	HEA	HEA operations, resourcing, and evaluation.	HR Strategy developed to complement the Corporate Strategic Plan.	(1) Ensure the necessary skills and expertise are available to deliver on the Corporate Strategic Plan as per agreed workforce plan to be updated annually (2023–2026). (2) Ensure a fully engaged workforce via staff development plans Q2 annually (2023–2026). (3) Annual culture surveys (from Q4 2024). (4) Develop HR Strategy (Q1 2024).
4	Regulation & Oversight	Transparency and accountability.	Supporting effective governance of HEIs.	(1) Develop Governance Oversight Framework for HEIs (2023) Q1 2023. (2) Publish Framework and consult with the sector on measures required 2023–2024 (Q2 2023). (3) Annual engagement with key sectoral governance stakeholders on AGS and other elements of Framework (2023–2026). (4) Develop guidance on governance requirements of the HEA Act 2022.
5	HEA	HEA operations, resourcing, and evaluation	Improve our communication channels.	(1) Undertake a review of the Customer Service Charter and carry out a survey review (Q2 2024).

HEA as an Organisation

#	Strategic Priority	Area	Strategic Objective	Performance Measures
6	HEA	HEA operations, resourcing, and evaluation.	Improve the organisation's climate actions.	(1) Publish the organisation's plan to reduce greenhouse gas emissions in accordance with its Climate Action Plan by 51% in 2030 (over 2016–18 baseline) and to improve energy efficiency by 50% by 2030 (Q4 2023). (2) Report on target delivery annually through the HEA Annual Report (2023–2026).
7	HEA	HEA operations, resourcing, and evaluation.	Improve the organisation's equality, diversity and inclusion affairs.	(1) HEA to publish and report on a Public Sector Equality and Human Rights Action Plan (Q4 2023). (2) Report on target delivery annually through the HEA Annual Report (2023–2026).
8	HEA	External engagement.	Update the communications strategy to have regard to new policies and procedures to be developed under the Corporate Strategic Plan.	(1) Review and develop communications policies to further promote the activities of the HEA.

Monitoring implementation of the strategy

The implementation of the Corporate Strategic Plan 2023–2026 will be driven by the HEA Executive with oversight from the Board. A central coordinating function will monitor and evaluate the implementation of the plan. This will be evidenced by:

- > the development and execution of annual plans to deliver on the strategic priorities,
- > regular reporting to the HEA Board,
- > HEA Annual Reports, and
- > a midterm review.

Where do we intend the HEA to be at the end of the period covered by this plan?

The HEA will play a leading role in achieving the overall aim of the Higher Education Authority Act 2022 to provide a high quality, student focused higher education system with appropriate oversight and accountability to underpin confidence of stakeholders, students, and the public.

The HEA will continue to effectively discharge its mission to **fund** institutions, work with them to **develop** the sector, exercise **regulatory oversight**, and provide **advice** to Government. In so doing the HEA will allocate funding in an equitable manner and with regard to public policy priorities.





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PLEAN STRAITÉISEACH CORPARÁIDEACH

2023–2026





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Réamhrá ó Chathaoirleach an Údaráis um Ard-Oideachas

Is cúis áthais dom Plean Straitéiseach Corparáideach an Údaráis um Ard-Oideachas (ÚAO) 2023 – 2026 a chur i láthair. Is é seo an chéad phlean straitéiseach atá curtha i láthair ag an eagraíocht ó tugadh isteach Acht an Údaráis um Ard-Oideachas, 2022. Sa phlean seo, leagtar amach cuspóirí straitéiseacha chun aghaidh a thabhairt ar ár bhfís agus ár misean, ar léiriú díreach iad araon ar ár sainchúram reachtach, mar aon le creataí agus polasaithe náisiúnta agus idirnáisiúnta.

I gcaitheamh na dtrí bliana atá romhainn, oibreoidh ÚAO chun ár gcóras ardoideachais agus taighde a mhaoiniú mar chóras a dhíríonn ar riachtanais na mac léinn, agus a chuireann tuairimí na mac léinn in iúl chun an t-ardoideachas in Éirinn a mhúnlú amach anseo.

Tá ÚAO tiomanta do phleanáil chothromaithe a bhrú chun cinn don earnáil chun leanúnachas a chinntiú maidir leis na rudaí a leanas a chur i bhfeidhm - teagasc agus foghlaim a sholáthar de réir an dea-chleachtas idirnáisiúnta, an Plean Náisiúnta Rochtana a chur chun feidhme go leanúnach, conairí nua a chruthú san ardoideachas tríd an gcomhoibriú treasach, agus an comhionannas, an éagsúlacht agus an t-ionchuimsiú a chur chun cinn ar fud na hearnála.

I gcomhar le hinstiúidí, leanfaidh ÚAO air le deiseanna uasoiliúna a fhorbairt chun freastal ar riachtanais náisiúnta trí chlár de chineálacha agus scálaí athraitheacha. Cuirfidh ÚAO leis an méid atá bainte amach ag an earnáil chun comhpháirtíochtaí agus comhoibrithe nua a chur chun cinn ar an ardán náisiúnta, uile-oileáin agus idirnáisiúnta, mar shampla, trí chomhaontais nua a chruthú faoi thionscnamh na nOllscoileanna Eorpacha. Tá an córas ag tnúth le Taighde Éireann a sheoladh agus, ag an am céanna, tá sé ag ullmhú chun dul i mbun oibre leis an ngníomhaireacht ar bhealach a thacóidh le planáil a dhéanamh don timpeallacht taighde agus torthaí taighde a scaipeadh go hoscailte, agus chun feabhas a chur ar fhoghlaim taighdeoirí agus ar an teagasc taighdebhunaithe.

De réir mar a leanann an earnáil uirthi ag dul in oiriúint chun oideachas agus taighde a sholáthar i dtimpeallacht atá athraithe de bharr phaindéim COVID-19, agus de bharr cúrsaí teicneolaíochta agus timpeallachta, oibreoidh ÚAO le hinstiúidí chun foghlaim chomhroinnte a shainaithint, rud a fheabhsóidh feidhmíocht an chórais agus a fheidhmeoidh chun earnáil chomhrialáilte a chruthú atá cuntasach, cothrom agus trédhearcach. Agus muid ag cur ár sainordaithe i bhfeidhm, tá aird mar is cuí ag ÚAO ar an neamhspleáchas institiúideach agus ar an tsaoirse acadúil. Oibreimid le húdarais rialaithe, le huachtaráin, agus le foirne sinsearach cinnteoireachta ionas go mbeidh a straitéisí ag teacht le haidhmeanna náisiúnta agus réigiúnacha agus chun cinnte a dhéanamh de go soláthrófar cuspóirí comhaontaithe trí chreataí agus trí fheidhmíocht a bhainistiú go héifeachtach.

Tá ÚAO tiomanta don obair a dhéanfaidh sé leis an Aire Breisoideachais agus Ardoideachais, Taighde, Nuálaíochta agus Eolaíochta agus lena Roinn, agus oibreoidh sé le hinstiúidí chun sonraí agus comhairle polasaí a sholáthar leis an aidhm polasaí an rialtais a chur chun cinn. Is é ÚAO an phríomhghníomhaireacht ag a mbeidh maoirseacht lárnach ar ár gcóras ardoideachais agus taighde, agus sa ról sin oibreimid chun cur leis an gcóras rathúil atá againn, ceann atá bunaithe ar thacú le mic léinn, ar shármhaitheas a bhaint amach, ar chomhtháthú agus planáil chothromaithe, ar chomhrialáil, ar chomhoibriú agus ar chomha

Michael Horgan,
Cathaoirleach



Brollach ó POF

Ullmháidh an Plean Straitéiseach Corparáideach seo do 2023 – 2026 i ndiaidh próiseas comhairliúcháin laistigh de ÚAO agus lenár bpáirtithe leasmhara. Eascraíonn ár misean – maoiniú, maoirseacht agus rialachas a sholáthar, mar aon le comhairle ar an bhfás earnála – ó fheidhmeanna ÚAO mar atá leagtha síos sa reachtaíocht is déanaí, Acht an Údaráis um Ard-Oideachas, 2022.

Ar aon dul leis an reachtaíocht nua sin, leagann an Plean amach uailmhianta maidir le conas a thógfaidh ÚAO ar an méid a baineadh amach cheana féin, agus conas a sheasfaidh sé leis an tiomantas atá aige do chreataí agus polasaithe náisiúnta agus idirnáisiúnta atá ann cheana féin a chur i bhfeidhm, agus conas a oibreoidh sé leis an earnáil chun an fás a chur chun cinn. Tá sé mar aidhm againn cur leis na forbairtí suntasacha a rinneadh san athchóiriú tírdhreacha a baineadh amach faoin bplean straitéiseach roimhe seo agus leanúint le hathruithe a chur i bhfeidhm maidir le rochtain ar an ardoideachas, conas a sholáthraítear an t-ardoideachas agus conas a dhéantar taighde san earnáil seo. Cuireann an plean seo san áireamh an éagsúlacht atá ann san earnáil ardoideachais agus taighde in Éirinn, conas a fheidhmíonn ár n-institiúidí ar bhonn náisiúnta agus idirnáisiúnta, agus conas a fhreastalaíonn siad ar na réigiúin ina bhfuil siad lonnaithe.

Neartaíonn Acht an Údaráis um Ard-Oideachas 2022 an córas atá againn. Trí chur leis an reachtaíocht roimhe, cuireann an tAcht ar chumas ÚAO tacú leis an gcóras ardoideachais agus taighde ionas go leanfaidh sé air ag freastal ar riachtanais na mac léinn, ar ár ngeilleagar agus ar ár sochaí. Tá tús curtha le hathruithe eile, go háirithe sa taighde agus sa timpeallacht taighde, agus is dócha go dtabharfar chun críche iad fad is atá an plean seo i bhfeidhm. Freagróidh ÚAO do na cúinsí sin mar is cuí.

Sa phlean straitéiseach seo, ionchorpraítear tomhais feidhmíochta i réimsí a léiríonn ár dtiomantas don dea-chleachtas san ardoideachas agus ar a mbunaítear ár dtreo pleanála agus oibriúcháin. Déanfaidh Feidhmeannas ÚAO monatóireacht ar chur i bhfeidhm an phlean seo chun éifeacht agus feidhmíocht an tionscnaimh straitéisigh seo a mheas, agus comhaontófar príomhthomhais feidhmíochta áirithe leis an Aire Breisoideachais agus Ardoideachais, Taighde, Nuálaíochta agus Eolaíochta agus lena Roinn gach bliain, ag brath ar bhuiséad agus acmhainní.

Ba mhaith liom buíochas a ghabháil leis an tUasal John Randall CBE, a d'oibrigh le ÚAO chun an Plean Straitéiseach Corparáideach seo a fhorbairt. Ba mhaith liom freisin buíochas a ghabháil lenár bpáirtithe leasmhara, a rannchuidigh leis an bplean a fhorbairt. Bhí siad ríthábhachtach chun na haidhmeanna, na cuspóirí agus na gníomhartha a leagan síos do na trí bliana atá romhainn.

An Dr Alan Wall,
POF

Ár bhfís

Oibreoidh an tÚdarás um Ard-Oideachas le hinstiúidí chun córas ardoideachais agus taighde Éireannach a sholáthar atá ar ardchaighdeán maidir le teagasc, foghlaim agus taighde agus a léiríonn luachanna an tsármhaitheasa, na saoirse acadúla agus an ionracais, na huileghabhálachta agus na freagrachta sóisialta agus timpeallachta, chun freastal ar riachtanais mhuintir agus gheilleagar na hÉireann.

Ár sainchúram

Tá sainchúram ÚAO leagtha amach sna cuspóirí agus sna feidhmeanna faoi Acht an Údaráis um Ard-Oideachas, 2022. Faoin Acht, déanfaidh ÚAO na nithe a leanas:

- > sármhaitheas a chur cinn maidir le teagasc, foghlaim agus taighde i gcóras ardoideachais ardchaighdeán agus é sin a chaomhnú,
- > tacú le hinstiúidí ardoideachais chun cur le forbairt agus inbhuanaitheacht shóisialta, eacnamaíoch, chultúrtha agus timpeallachta, mar aon le húsáid na Gaeilge, trí cheannaireacht, nuálaíocht agus solúbthacht,
- > instiúidí ardoideachais a thabhairt chun cuntais maidir le feidhmíocht agus luach ar airgead a áirithiú i dtaca leis an maoiniú a chuireann ÚAO ar fáil,
- > comhionannas deise, éagsúlacht agus ionchuimsiú a chur chun cinn san ardoideachas,
- > caidreamh a neartú leis an gcóras oideachais agus leis an tsochaí i gcoitinne,
- > meas a léiriú ar shaoirse acadúil na soláthróirí ardoideachais agus na mball foirne acadúil iontu,
- > freagracht na n-institiúidí ainmnithe ardoideachais a aithint maidir le feidhmíocht agus rialachas na n-institiúidí sin,
- > agus freastal ar riachtanais na mac léinn san ardoideachas mar phríomhthosaíocht.

Ár misean

Eascaíonn misean ÚAO ónár sainchúram reachtúil agus is éard atá i gceist leis ná leasanna na mac léinn agus na sochaí a chur chun cinn trí instiúidí ardoideachais a **mhaoiniú**, oibriú leo chun an earnáil a **forbairt**, **maoirseacht rialála** a dhéanamh agus **comhairle** a sholáthar don Rialtas.

Agus an misean sin á chomhlíonadh aige, déanfaidh ÚAO na rudaí seo a leanas:

- > Instiúidí ardoideachais a **mhaoiniú** go trédhearcach agus go cothromasach chun luach ar airgead a fháil agus sármhaitheas a spreagadh, agus an tionchar is mó is féidir á imirt.
- > Oibriú leis an earnáil chun an córas ardoideachais a **forbairt** de réir cuspóirí náisiúnta agus idirnáisiúnta eacnamaíocha agus sochaíocha, agus de réir an dea-chleachtais, agus comhairle a thabhairt d'institiúidí maidir leis an dea-chleachtas i gcúrsaí rialachais agus feidhmíochta córais.
- > **Comhairle** a sholáthar don Aire Breisoideachais agus Ardoideachais, Taighde, Nuálaíochta agus Eolaíochta faoi straitéisí chun feidhmíocht a fheabhsú, chun rochtain a éascú agus chun go mbeidh ar chumas na tíre bheith i gceannas go hidirnáisiúnta san ardoideachas, sa teagasc agus san fhoghlaim, agus sa taighde ardoideachais.

Agus a chumhachtaí **rialála agus maoirseachta** á bhfeidhmiú aige, déanfaidh ÚAO cinnte de go n-úsáidtear iad ar bhealach atá comhréireach, comhsheasmhach, rioscabhunaithe agus éifeachtach; go n-urramaíonn an tsamhail comhrialála freagracht na n-institiúidí iad féin a rialú; agus go seastar le bunphrionsabail na saoirse acadúla atá ag na hinstiúidí oideachais agus ag na daoine a oibríonn iontu.

Tosaíochtaí straitéiseacha ÚAO

Comhthéacs

Don tréimhse 2023–2026, aithnítear ár dtosaíochtaí de réir téamaí faoi cheithre philéar straitéiseach. Is iad seo na ceithre réimse oibre ar a bhfuil misean an tÚAO bunaithe. Déantar iad a chomhlánú tríd na feidhmeanna corparáideacha a chuireann ar ár gcumas an misean a bhaint amach. Ina theannta sin, tá an riachtanas uileghábhach ann tús áite a thabhairt do riachtanais na mac léinn.

Leasanna na mac léinn

Tá ÚAO tiomanta do leasanna na mac léinn a chur chun cinn, ón leibhéal fochéime go dtí an leibhéal iarchéime, agus an fhoghlaim ar feadh an tsaoil a spreagadh mar aon leis an taighde. Sa phlean nua seo, cuirfimid leis an iarracht atá déanta againn tacú le rochtain fheabhsaithe agus tógfaimid conairí níos éagsúla chun rochtain a fháil ar an ardoideachas. Táimid tiomanta do ghuth an mhic léinn a ghabháil trí chaidreamh leanúnach ag an leibhéal náisiúnta agus idirnáisiúnta, agus trí ionstraimí spriocdhírthe ar nós an tsuirbhé bhliantúil mac léinn.

Is iad seo na ceithre théama straitéiseacha:



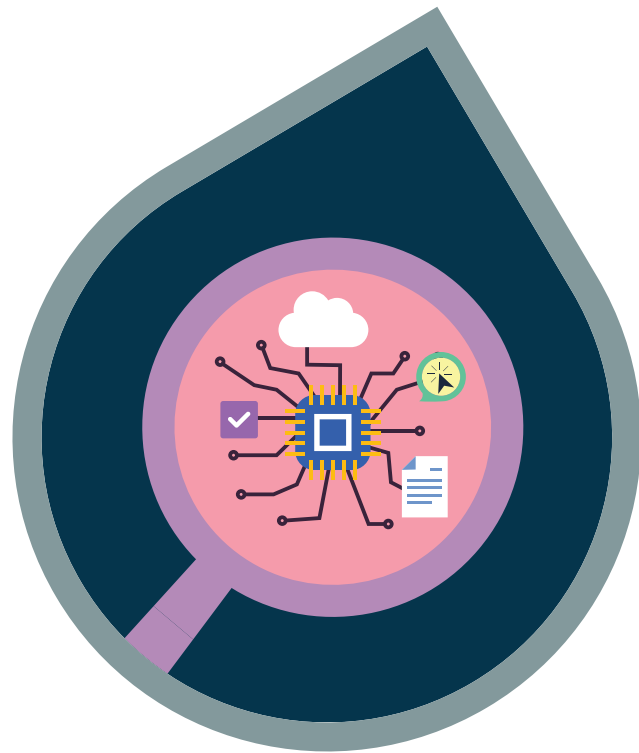
Maoiniú

Tá ÚAO tiomanta do mhaoiniú a sholáthar d’institiúidí go tráthúil agus dul i mbun caidrimh leo chun na meastacháin bhliantúla don earnáil a fhorbairt

Forbairt

Don tréimhse 2023–2026, leanfaidh ÚAO air deiseanna forbartha a sholáthar i réimse lena n-áirítear teagasc agus foghlaim, taighde, feidhmíocht córais agus institiúideach, rialachas, inbhuanaitheacht agus forbairt ceannaireachta. Chun an earnáil a fhorbairt, oibreofar le páirtithe leasmhara san earnáil, sainaitheofar tosaíochtaí go háitiúil, go réigiúnach agus go náisiúnta, agus rachfar i mbun caidrimh le mic léinn agus freastalófar ar a riachtanais.





Rialáil & Maoirseacht

Forbróidh ÚAO polasaithe agus nósanna imeachta le haghaidh úsáid na gcumhachtaí idirghabhála a bhfuil foráil déanta ina leith ag Acht an Údaráis um Ard-Oideachas, 2022. Agus na coinníollacha á bhforbairt don mhaoiniú, don chomhlíonadh, agus don mhaoirseacht in institiúidí ardoideachais ainmnithe, rachaidh ÚAO i gcomhairle lena pháirtithe leasmhara. Leanfaidh sé air freisin ag déanamh monatóireacht ar an úsáid a bhaintear as maoiniú, agus déanfar é sin agus comhsheasmhacht rialachais a mheas inár n-institiúidí.

Comhairle

I dtaca le comhlíonadh na bhfeidhmeanna atá aige, tá an chumhacht ag ÚAO agus an fhreagracht air comhairle a thabhairt don Aire ar aon ní, lena n-áirítear áiteanna mic léinn a sholáthar i gcoitinne, ar an gcóras taighde ardoideachais i gcoitinne, agus ar pholasáí náisiúnta mar is cuí. Cuirfidh ÚAO feabhas ar a phróisis chun go mbeidh ar a chumas na sonraí atá aige a cheistiú agus brí a bhaint astu chun tacú leis na feidhmeanna comhairleacha sin.



ÚAO mar eagraíocht

Chun na tosaíochtaí straitéiseacha seo a fhíorú, beidh gá le gníomh traseagraíochtúil agus le hathrú. Beidh ról ríthábhachtach ag rannóga a bhíonn ag déileáil le cumarsáid, le TF, AD, airgeadas, sonraí, staitisticí, rialachas inmheánach agus seirbhísí eile maidir leis na cuspóirí straitéiseacha seo den phlean a chomhlíonadh thar na ceithre théama go léir.

Cuspóirí agus Tomhais Feidhmíochta

Chun feidhmíocht a thomhas i dtaca le tosaíochtaí straitéiseacha ÚAO, déantar réimsí gníomhaíochta agus na tomhais feidhmíochta a bhaineann leo a ghrúpáil sna réimsí a leanas: (féach na táblaí thíos)

- > tiomantas don sármhaitheas sa teagasc agus san fhoghlaim, agus forbairt mac léinn,
- > caidreamh seachtrach,
- > oibríochtaí, acmhainniú agus meastóireacht ÚAO,
- > maoiniú, feidhmíocht agus forbairt earnála, agus acmhainn a fhorbairt, agus
- > trédhearcacht agus cuntasacht.

Is é a d'fhéadfadh a bheith sna tomhais ná tionscnaimh a chuireann próiseas nó córas i bhfeidhm. D'fhéadfadh go n-áireofaí leis na tionscnaimh sin córas TF a athnuachan nó a fhorbairt nó forbairt a dhéanamh ar na polasaithe agus ar na próisis atá le húsáid chun cumhachtaí rialála nua a chur i bhfeidhm. Is éard a bheidh i gceist leis an tomhas de ghnáth ná an tionscnamh a chríochnú faoin spriocdháta. Toisc gur tionscnaimh fhadtéarmacha iad na tionscnaimh sin, is dócha go gcuirfear san áireamh iad sa Phlean Straitéiseach Corparáideach trí bliana.

Baineann an dara chineál tomhais le feidhmeanna athfhillteacha amhail tuairisciú tréimhsiúil a dhéanamh don Aire, tuarascáil bhliantúil ÚAO a fhoilsiú mar aon le buiséad bliantúil, cruinnithe cuntasachta le hinstitiúidí, agus faisnéis faoi na rátaí ag a gcuireann institiúidí tuarascálacha airgeadais rialta isteach. Is é an gnáth-thomhas ná go gcomhlíonfar na ceanglais go hiomlán. Is cuspóir straitéiseach é an t-ionchas foriomlán maidir le leanúint leis an tomhas sin a chomhlíonadh; is cuid den phlean bhliantúil é go gcomhlíontar an sprioc sin mar a bhaineann sí le gach ní faoi leith.

Is tomhas cainníochtúil é an tríú cineál tomhais agus bíonn sprioc uimhriúil i gceist a bhaineann le bonnlíne. Tá baint láidir ag na tomhais sin leis an bplean oibriúcháin bliantúil, a ndéantar foráil dó anois in alt 21 d'Acht an Údaráis um Ard-Oideachas, 2022. De réir an Achta, ní mór spriocanna feidhmíochta a shocrú do na gníomhartha atá leagtha amach sa phlean. Ní mór an phlean bliantúil a chur faoi bhráid an Aire laistigh de 28 lá ón dáta a chuirtear an socrú airgeadais bliantúil in iúl. Ar an dóigh sin, is féidir leis an bplean na hacmhainní daonna agus na hacmhainní airgeadais araon atá ar fáil don bhliain a chur san áireamh. Dá réir sin, is féidir méadrachtaí a leagan síos do spriocanna ar féidir iad a bhaint amach go réadúil maidir le bonnlínte reatha. Ós rud é go mbraitheann an chuid is mó de na tomhais ar na hacmhainní atá ar fáil, agus go leagtar síos na hacmhainní sin gach bliain, is sa phlean bliantúil a fhaightear formhór na méadrachtaí feidhmíochta.

I dteannta na dtomhas feidhmíochta sa Phlean Straitéiseach Corparáideach seo, ceanglaítear ar ÚAO freisin pleananna oibriúcháin bliantúla a ullmhú, ina mbíonn méadrachtaí feidhmíochta níos mine agus príomhtháscairí feidhmíochta gaolmhara le fáil. Beidh na méadrachtaí sin de chineál cainníochtúil agus beidh sprioc uimhriúil a bhaineann le bonnlíne i gceist leo.

Forbairt

#	Tosaíocht Straitéiseach	Réimse	Cuspóir Straitéiseach	Tomhais Feidhmíochta
1	Forbairt	Tiomantas don sármhaitheas sa teagasc agus san fhoghlaim, agus forbairt mac léinn.	Feabhas a chur ar an teagasc agus ar an bhfoghlaim ag leibhéal na nInstitiúidí Ard-Oideachais, agus luach saothair a thabhairt ina leith.	<p>(1) An straitéis chun teagasc & foghlaim a fheabhsú a athbhreithniú agus a athnuachan (R3 2024).</p> <p>(2) An straitéis ratha mac léinn a athbhreithniú agus a thabhairt cothrom le dáta (R1 2025).</p> <p>(3) Leanúint leis an gCiste um Ailíniú Straitéiseach chun Feabhas a chur ar an Teagasc agus ar an bhFoghlaim (SATLE) (2023–2026).</p> <p>(4) Monatóireacht a dhéanamh ar dhul chun cinn ar théamaí straitéiseacha náisiúnta (2023–2026).</p> <p>(5) Leanúint leis na Dámhachtainí le haghaidh Sármhaitheas Disciplíneach san Fhoghlaim agus sa Teagasc (DELTA) (2023–2026).</p>
2	Forbairt	Maoiniú, feidhmíocht agus forbairt earnála, agus acmhainn a fhorbairt.	Cuspóirí feidhmíochta na nInstitiúidí Ard-Oideachais a fheabhsú.	<p>(1) Próiseas leasaithe straitéise agus idirphlé feidhmíochta a fhorbairt agus a sheoladh (R3 2024).</p> <p>(2) Comhaontuithe Feidhmíochta na nInstitiúidí Ard-Oideachais a fhoilsiú ina leagtar amach Spriocanna Feidhmíochta atá ailínithe go straitéiseach agus a bhfuil méadrachtaí agus spriocanna ag gabháil leo (R2 2024).</p> <p>(3) Ó 2025, próiseas athbhreithnithe bhliantúil a chur i bhfeidhm le nInstitiúidí Ard-Oideachais (2025–2026).</p>
3	Forbairt	Feabhas a chur ar ghabháil faisnéise agus ar an anailís a dhéantar uirthi.	Faisnéis a ghabháil chun eolas níos fearr a thabhairt don earnáil ardoideachais trí fheabhas a chur ar mhodhanna bailiúcháin agus anailíse.	<p>(1) Tús a chur le próiseas/próisis chun an Córas Taifead Mac Léinn a athfhorbairt agus chun Bunachar Sonraí Foirme a fhorbairt (2023–2026).</p> <p>(2) Feabhas a chur ar an mbonn fianaise chun tacú le cinntí infheistíochta caipitil agus le DFHERIS sa chlár oibre cóiríochta do mhic léinn (2023–2026).</p> <p>(3) Leanúint le sonraí ardchaighdeáin, fianaisebhunaithe a thomhaiseann dul chun cinn an Phlean Náisiúnta Rochtana agus a chuireann bonn eolais faoi spriocanna náisiúnta (2023–2026).</p>

Forbairt

#	Tosaíocht Straitéiseach	Réimse	Cuspóir Straitéiseach	Tomhais Feidhmíochta
4	Forbairt	Maoiniú, feidhmíocht agus forbairt earnála agus acmhainn a fhorbairt.	Acmhainn a fhorbairt don chóras rialachais.	<p>(1) Athbhreithniú ar chórais agus ar phróisis rialachais ÚAO bunaithe ar Acht ÚAO, 2022 (2023–2026).</p> <p>(2) Nósanna imeachta bainistíochta teagmhas criticiúil a chur ar bhonn foirmiúil don rialachas agus don phróiseas géaraithe rialachais (2023–2026).</p> <p>(3) Togra a fhorbairt do Ráitis Rialachais Bhliantúla ÚAO-IAO, ar córas rialachais é (CROI) (2023–2026).</p> <p>(4) Gairm tograí maoinithe ó IAO le haghaidh bearta spriocdhírthe chun acmhainn rialachais a fheabhsú (R2 2025).</p>
5	Forbairt	Maoiniú, feidhmíocht agus forbairt earnála agus acmhainn a fhorbairt.	An earnáil a fhorbairt trí phleanáil chothromaithe agus acmhainn córais a mhéadú san Ard-Oideachas agus sa Taighde, agus trí chomhoibriú agus comhar a neartú.	<p>(1) Infrastruchtúr taighde náisiúnta a fhorbairt (2023–2026).</p> <p>(2) Acmhainn a thógáil sa chomhoibriú taighde ar bhonn uile-oileánda agus idirnáisiúnta (2023–2026).</p>
6	Forbairt	Maoiniú, feidhmíocht agus forbairt earnála agus acmhainn a fhorbairt.	Cláir a bhainistiú chun freastal ar chuspóirí náisiúnta i dtaca le scileanna.	<p>(1) Pleanáil agus forbairt straitéiseach ar chláir scileanna ÚAO chun a chinntiú go gcomhlíontar spriocanna náisiúnta maidir le háiteanna fochéime, iarchéime, printíseachta agus leis an bhfoghlaim ar feadh an tsaoil (R4 2023).</p> <p>(2) Cláir scileanna a chur i bhfeidhm go héifeachtach agus go héifeachtúil chun a chinntiú go mbaintear amach spriocanna ábhartha, lena n-áirítear riachtanais faoi leith a chur in iúl d’Institiúidí Ard-Oideachais (R3 2024).</p>

Forbairt

#	Tosaíocht Straitéiseach	Réimse	Cuspóir Straitéiseach	Tomhais Feidhmíochta
7	Forbairt	Maoiniú, feidhmíocht agus forbairt earnála agus acmhainn a fhorbairt.	Comhar agus comhoibriú a chur chun cinn le hearnálacha ardoideachais lasmuigh den Stát, ag tabhairt aird ar straitéis idirnáisiúnta an Rialtais don ardoideachas.	(1) Polasaithe a fhorbairt chun éifeacht a thabhairt do chomhar agus comhoibriú le hearnálacha ardoideachais lasmuigh den Stát (2023–2026). (2) Leanúint le Clár Scoláireachtaí Rialtais na hÉireann don Oideachas Idirnáisiúnta nó a chomharba, mar chuid den Straitéis Idirnáisiúnta atá foilsithe anois (2023/4–2026).
8	Forbairt	Maoiniú, feidhmíocht agus forbairt earnála agus acmhainn a fhorbairt.	Dianchláir chumaisc a fhorbairt laistigh de Erasmus+ do mhic léinn nach féidir leo dul ag staidéar thar lear ar feadh tréimhsí fada.	(1) Deiseanna nua a fhorbairt don tsoghluasteacht trí dhianchláir chumaisc chun go mbeidh rochtain níos fearr ar an eispéireas idirnáisiúnta. (2023–2026).
9	Forbairt	Maoiniú, feidhmíocht agus forbairt earnála agus acmhainn a fhorbairt.	Oibriú le hinstiúidí chun obair atá déanta ar CÉI agus ar Dheireadh a Chur le Foréigean Gnéasach agus Ciapadh Gnéasach a chur ar aghaidh agus a leabú ar fud na hearnála.	(1) Creat polasaí comhtháite a fhorbairt don chomhionannas, don éagsúlacht agus don ionchuimsiú (CÉI) san earnáil ardoideachas agus taighde (2026). (2) Comhionannas Inscne san earnáil ardoideachais a chur chun cinn agus monatóireacht a dhéanamh air trí na moltaí ábhartha den Dara hAthbhreithniú ó ÚAO ar Chomhionannas Inscne in Institiúidí Ard-Oideachais Éireannacha (2006) a chur i bhfeidhm. (3) An obair ar Dheireadh a chur le Foréigean Gnéasach agus Ciapadh Gnéasach san earnáil ardoideachais a chur chun cinn trí thacú le Creatáil agus Pleananna Gníomhaíochta (2022–2024). (4) An obair ar Chomhionannas Ciníochas san earnáil ardoideachais a chur chun cinn trí Phlean Cur i bhFeidhm ÚAO um Chomhionannas Ciníochas 2022–2024 agus Prionsabail Frithchiníochais ghaolmhara (2022–2024). (5) Athbhreithnithe a dhéanamh ar an dul chun cinn atá déanta faoi na pleananna thuas in 2024 agus táscairí a bhunú go dtí deireadh na bliana 2026 bunaithe ar thorthaí athbhreithnithe (2024–2026).

Forbairt

#	Tosaíocht Straitéiseach	Réimse	Cuspóir Straitéiseach	Tomhais Feidhmíochta
10	Forbairt	Caidreamh Seachtrach.	Caidreamh agus bainistiú páirtithe leasmhar.	(1) Caidreamh leis an lucht Fiontraíochta i bhfóram éagsúla in 2024. (2) Caidreamh leis an bpobal trí fheachtais meán (Bliantúil R2/R3). (3) Imeachtaí agus cruinnithe a reáchtáil chun seisiúin chomhroinnte eolais agus dea-chleachtas a éascú (2023–2026). (4) Grúpaí oibre a chruthú chun dul i mbun caidrimh le páirtithe leasmhara mar is gá. Áireofar leis sin caidreamh le hinstiúidí maidir le riachtanais náisiúnta shainaitheanta scileanna a chomhlíonadh (2023–2026).
11	Forbairt	Tiomantas don sármhaitheas sa teagasc agus san fhoghlaim, agus forbairt mac léinn.	Cuidiú le forbairt foirne i dtaca leis an teagasc agus leis an bhfoghlaim agus le cumas taighde.	(1) Tacú le forbairt ghairmiúil na foirne tríd an gCreat Forbartha Gairmiúla agus an Creat Aitheantais Ghairmiúil a chur chun cinn (R2 2024). (2) Cuidiú leis an bhforbairt ar an bpláiné cumais taighde, agus soghluaisteacht an lucht taighde a chur chun cinn (2023–2024).
12	Forbairt	Tiomantas don sármhaitheas sa teagasc agus san fhoghlaim, agus forbairt mac léinn.	Tacú le baill foirne agus le mic léinn san ardoideachas.	(1) Tacú le cur i bhfeidhm na Cairte agus an Chreata um Champas Sláintiúil (2023–2026). (2) Straitéis ÚAO a fhorbairt do Shláinte & Folláine Mac Léinn agus Ball Foirne (R1 2025). (3) Leanúint le hobair ar an suirbhé mac léinn studentsurvey.ie a sheasfaidh an aimsir (2023–2026).
13	Forbairt	Maoiniú, feidhmíocht agus forbairt earnála agus acmhainn a fhorbairt.	Laghdú in astaíochtaí earnála poiblí a chumasú i gcomhar le páirtithe leasmhara.	(1) Cláir dhíchárbónaithe a chur chun cinn don earnáil Ard-Oideachais (2023–2026).

Maoiniú

#	Tosaíocht Straitéiseach	Réimse	Cuspóir Straitéiseach	Tomhais Feidhmíochta
1	Maoiniú	Maoiniú, feidhmíocht agus forbairt earnála agus acmhainn a fhorbairt.	Creat Maoinithe a fhorbairt.	(1) Ullmhaítear an creat maoinithe agus déantar é a uasdátú mar is gá (2023–2026).
2	Maoiniú	Maoiniú, feidhmíocht agus forbairt earnála agus acmhainn a fhorbairt.	Leanúint le feabhas a chur ar éifeachtacht agus éifeachtúlacht na hoibríochta ‘Maoiniú Córais’.	(1) Íocaíochtaí cláir agus deontais do IAOnna a phróiseáil go tráthúil agus go cruinn (2023–2026). (2) Fógraí deontais a thabhairt do IAOnna faoin 1 Márta gach bliain (2023–2026). (3) Nósanna imeachta oibríochtúla caighdeánacha maidir le Maoiniú Córais a bheith i bhfeidhm do gach príomhphróiseas, agus athbhreithniú a dhéanamh orthu gach dara bliain ar a laghad (2023–2026).
3	Maoiniú	Maoiniú, feidhmíocht agus forbairt earnála agus acmhainn a fhorbairt.	An earnáil a fhorbairt trí phleanáil chothromaithe agus acmhainn córais a mhéadú san Ard-Oideachas agus sa Taighde, agus trí chomhoibriú agus comhar a neartú.	(1) Cláir Infheistíochta Caipitil a sholáthar go héifeachtach (2023–2026). (2) Maoiniú spriocdhírthe don fhorbairt córais (2023–2026). (3) Maoiniú agus tacacaíocht a thabhairt don fhorbairt ar an timpeallacht Taighde AO in Éirinn, lena n-áirítear taighde oscailte, agus dea-chleachtas a leabú sa taighde bunaithe ar ghníomhartha tosaíochta ERA (2023–2026).
4	Maoiniú	Maoiniú, feidhmíocht agus forbairt earnála agus acmhainn a fhorbairt.	Maoirseacht éifeachtach a chinntiú i dtaca le Clár Infheistíochta Caipitil an Údaráis.	(1) Cuntasacht de réir an Chomhaontaithe Maoirseachta atá i bhfeidhm do Chlár Infheistíochta Caipitil an Údaráis (2023–2026).
5	Maoiniú	Maoiniú, feidhmíocht agus forbairt earnála agus acmhainn a fhorbairt.	Scileanna agus infhostaitheacht – cur le soláthar scileanna náisiúnta agus infhostaitheacht céimithe a chinntiú.	(1) Maoiniú a sholáthar do thionscnaimh uasoiliúna agus athoiliúna (R4 2023). (2) Maoiniú a sholáthar chun córas solúbtha nuálach a chinntiú chun freagairt do riachtanais scileanna de réir mar a thagann siad chun cinn sa gheilleagar (R2 2025).

Comhairle

#	Tosaíocht Straitéiseach	Réimse	Cuspóir Straitéiseach	Tomhais Feidhmíochta
1	Comhairle	Maoiniú, feidhmíocht agus forbairt earnála, agus acmhainn a fhorbairt.	Comhairle a sholáthar don rialtas faoin oideachas treasach agus taighde mar is gá.	(1) Acmhainn bhreise córais a sholáthar i gcúrsaí Fiaclóireachta, Míochaine, Altranais, Cógaisíochta agus Tréidliachta, agus áiteanna breise ar fáil sna réimsí disciplíneacha sin (2024–2028).
2	Comhairle	Maoiniú, feidhmíocht agus forbairt earnála, agus acmhainn a fhorbairt.	Téamaí polasaí bliantúla a shainathint agus tacú leo chun go n-úsáidtear iad mar bhunús don fhorbairt earnála.	(1) Fóraim pholasaí a chruthú le hacadóirí, IAOnna, páirtithe leasmhara agus an lucht déanta beartas (2024–2026), lena n-áirítear téamaí a dhíríonn ar bhacainní a shainathint ar fhorbairt mac léinn agus IAOnna.

Rialáil & Maoirseacht

#	Tosaíocht Straitéiseach	Réimse	Cuspóir Straitéiseach	Tomhais Feidhmíochta
1	Rialáil & Maoirseacht	Trédhearcacht agus cuntasacht.	Cistí poiblí agus cistí na n-institiúidí a chosaint, agus ar an dóigh sin leasanna mac léinn a chosaint i ndáil le hairgeadas, rialachas, agus monatóireacht eile ar rioscaí i leith IAOnna.	<p>(1) Comharthaí réamhrabhaidh a fhorbairt chun rioscaí agus treochothaí a mhonatóiriú sna rannóga éagsúla (2023–2026).</p> <p>(2) Faisnéis a iarraidh ar IAOnna (comhlíonadh 100%) (2023–2026).</p> <p>(3) Athbhreithniú agus nuashonrú a dhéanamh ar an gcomhaontú maoirseachta gach bliain, agus é sínithe ag gach IAO in R1 gach bliain (2023–2026).</p> <p>(4) Cruinnithe buiséid a thionól le gach IAO a fhaigheann maoiniú ó ÚAO faoi dheireadh R2 gach bliain (2023–2026).</p>
2	Rialáil & Maoirseacht	Trédhearcacht agus cuntasacht.	Maoirseacht agus cuntasacht.	<p>(1) Monatóireacht a dhéanamh ar thorthaí na dTionscnamh Scileanna chun fianaise a sholáthar don fhorbairt polasaí (2023–2026).</p> <p>(2) Tuairisciú rialta maidir le maoiniú, bainistíocht agus aidhmeanna an Phlean Náisiúnta Rochtana (2023–2026).</p> <p>(3) Cuntasacht a chinntiú i gcaiteachas maoinithe phoiblí (2023–2026).</p> <p>(4) Athbhreithniú a dhéanamh ar thacaíochtaí do mheabhairshláinte agus folláine mac léinn (2023–2026).</p> <p>(5) Cuntasacht a chinntiú maidir le talamh a cheannach (2023–2026).</p> <p>(6) Maoirseacht a dhéanamh ar idirbhearta réadmhaoine san Earnáil Teicneolaíochta (2023–2026).</p> <p>(7) Sceideal bliantúil a sholáthar do IAOnna i dtaca le riachtanais sonraí agus faisnéise a éilíonn ÚAO (2023–2026).</p>

Rialáil & Maoirseacht

#	Tosaíocht Straitéiseach	Réimse	Cuspóir Straitéiseach	Tomhais Feidhmíochta
3	Rialáil & Maoirseacht	Trédhearcacht agus cuntasacht.	Cur leis an dul chun cinn a rinneadh ar rialachas córais agus é sin a chaomhnú.	<p>(1) Athbhreithniú agus forbairt a dhéanamh ar Chomhaontuithe Maoirseachta Bliantúla (R4 gach bliain).</p> <p>(2) Athbhreithniú agus forbairt a dhéanamh ar Ráitis Rialachais Bhliantúla (R3 gach bliain).</p> <p>(3) Comhordú leis an rannóg Airgeadais nuair atá Ráitis Airgeadais Iniúchta Bhliantúla á n-athbhreithniú (R2/3 gach bliain).</p> <p>(4) Athbhreithniú a dhéanamh ar chúrsaí rialachais a eascraíonn ó Thuarascálacha Institiúideacha Rialta (gach ráithe).</p> <p>(5) Athbhreithniú a dhéanamh ar Nósanna Imeachta um Nochtadh Cosanta agus iad a chur i bhfeidhm (R4 gach bliain).</p>
4	Rialáil & Maoirseacht	Trédhearcacht agus cuntasacht.	Tacú le rialachas éifeachtach IAOnna.	<p>(1) Creat Maoirseachta Rialachais a fhorbairt do IAOnna (2023) R1 2023.</p> <p>(2) An Creat a fhoilsiú agus dul i gcomhairle leis an earnáil faoi na bearta atá riachtanach 2023–2024 (R2 2023).</p> <p>(3) Caidreamh bliantúil a dhéanamh le príomhpháirtithe leasmhara rialachais earnála ar AGS agus ar ghnéithe eile den Chreat (2023–2026).</p> <p>4) Treoir a fhorbairt maidir le ceanglais rialachais Acht ÚAO, 2022.</p>
5	Rialáil & Maoirseacht	Trédhearcacht agus cuntasacht.	Machnamh a dhéanamh ar an gcleachtas.	<p>(1) Athbhreithnithe Rialachais in R2 gach bliain (2023–2026).</p> <p>(2) Athbhreithnithe Téamacha (ag eascairt ó Athbhreithnithe Rialachais) (R1 2024 agus gach bliain ina dhiaidh sin mar is cuí).</p>

ÚAO mar eagraíocht

#	Tosaíocht Straitéiseach	Réimse	Cuspóir Straitéiseach	Tomhais Feidhmíochta
1	ÚAO	Oibríochtaí, acmhainní agus meastóireacht ÚAO.	Feabhas a chur ar chórais faisnéise agus sonraí.	(1) Príomhchláir sonraí a fhorbairt (2023–2026). (2) Obair a dhéanamh i rannóga ÚAO chun feabhas a chur ar anailís ar shonraí agus ar léirmhíniú agus comhtháthú sonraí (2023–2026).
2	ÚAO	Oibríochtaí, acmhainní agus meastóireacht ÚAO.	Straitéis TFC agus Dhigiteach a fhorbairt chun cur leis an bPlean Straitéiseach Corparáideach.	(1) Straitéis TFC agus Straitéis Dhigiteach a sheachadadh faoi R2 2024. (2) Aga fónaimh dóthananch a chinntiú agus a chaomhnú don fheidhmíocht optamach (2023–2026).
3	ÚAO	Oibríochtaí an ÚAO, acmhainní a chur ar fáil agus measúnachtaí a dhéanamh.	Straitéis AD a fhorbairt chun cur leis an bPlean Straitéiseach Corparáideach.	(1) Cinnte a dhéanamh de go bhfuil na scileanna riachtanacha agus an saineolas riachtanach ar fáil chun an Plean Straitéiseach Corparáideach a chomhlíonadh i gcomhréir leis an bplean comhaontaithe fórsa saothair atá le tabhairt cothrom le dáta gach bliain (2023–2026). (2) Cinnte a dhéanamh de go bhfuil an lucht saothair gafa go hiomlán trí phleananna forbartha foirne, in R2 gach bliain. (2023–2026). (3) Suirbhéanna cultúir bliantúla (ó R4 2024). (4) Straitéis AD a fhorbairt (R1 2024).
4	ÚAO	Trédhearcacht agus cuntasacht.	Tacú le rialachas éifeachtach IAOnna.	(1) Creat Maoirseachta Rialachais (GOF) a fhorbairt do IAOnna (2023) in R1 2023. (2) Creat a fhoilsiú agus dul i gcomhairle leis an earnáil maidir leis na bearta a theastaíonn 2023–2024 (R2 2023). (3) Caidreamh bliantúil a dhéanamh le príomhpháirtithe leasmhara rialachais earnála ar AGS agus ar ghnéithe eile den Chreat (2023–2026). (4) Treoir a fhorbairt maidir le ceanglais rialachais Acht ÚAO, 2022.

ÚAO mar eagraíocht

#	Tosaíocht Straitéiseach	Réimse	Cuspóir Straitéiseach	Tomhais Feidhmíochta
5	ÚAO	Oibríochtaí, acmhainní agus meastóireacht ÚAO.	Feabhas a chur ar ár gcainéil chumarsáide.	(1) Athbhreithniú a dhéanamh ar an gCairt um Sheirbhís do Chustaiméirí agus athbhreithniú a dhéanamh trí shuirbhé (R2 2024).
6	ÚAO	Oibríochtaí, acmhainní agus meastóireacht ÚAO.	Feabhas a chur ar na gníomhartha a dhéanann an eagraíocht ar son na haeraíde.	(1) Plean na heagraíochta a fhoilsiú chun astaíochtaí gás ceaptha teasa a laghdú faoi 51% faoin mbliain 2030 de réir a Plean Gníomhaithe ar son na hAeraíde (thar bhonnlíne 2016-18), agus chun Éifeachtúlacht Fuinnimh a mhéadú faoi 50% faoin mbliain 2030 (R4 2023). (2) Tuairisciú ar chomhlíonadh spriocanna gach bliain trí Thuarascáil Bhliantúil ÚAO (2023–2026).
7	ÚAO	Oibríochtaí, acmhainní agus meastóireacht ÚAO.	Feabhas a chur ar chúrsaí comhionannais, éagsúlachta & ionchuimsithe na heagraíochta.	(1) Plean Gníomhaíochta Earnála Poiblí um Chomhionannas agus Cearta an Duine le foilsiú ag ÚAO agus tuairisciú a dhéanamh air (R4 2023). (2) Tuairisciú ar chomhlíonadh spriocanna gach bliain trí Thuarascáil Bhliantúil ÚAO (2023–2026).
8	ÚAO	Caidreamh Seachtrach.	An straitéis chumarsáide a nuashonrú chun aird a thabhairt ar pholasaithe agus nósanna imeachta nua, é sin le forbairt faoin bPlean Straitéiseach Corparáideach.	(1) Polasaithe cumarsáide a athbhreithniú agus a fhorbairt chun leanúint le gníomhaíochtaí ÚAO a chur chun cinn (2023–2026).

Monatóireacht ar chur i bhfeidhm na straitéise

Is faoi stiúir Fheidhmeannas ÚAO a chuirfear i bhfeidhm an Plean Straitéiseach Corparáideach 2023-2026 agus déanfaidh an Bord maoirseacht air. Beidh feidhm comhordaithe lárnach ann a dhéanfaidh monatóireacht ar chur i bhfeidhm an phlean agus a dhéanfaidh é a mheas. Léireofar é sin trí na nithe seo a leanas:

- > pleananna bliantúla a fhorbairt agus a chur i bhfeidhm chun na tosaíochtaí straitéiseacha a chomhlíonadh,
- > tuairisciú a dhéanamh go rialta do Bhord ÚAO,
- > Tuarascálacha Bliantúla ó ÚAO, agus
- > athbhreithniú meántearma.

Cén riocht ba mhaith linn a bheith ar ÚAO ag deireadh na tréimhse atá clúdaithe faoin bplean seo?

Is ag ÚAO a bheidh an príomhról maidir le haidhm ghinearálta Acht an Údaráis um Ard-Oideachas, 2022, a bhaint amach - is é sin córas ardoideachais ardchaighdeán a sholáthar atá dírithe ar mhic léinn agus ag a bhfuil maoirseacht agus cuntasáocht chuí chun go mbeidh muinín phoiblí ag páirtithe leasmhara, ag mic léinn agus ag an bpobal ann.

Leanfaidh ÚAO leis an misean atá aige institiúidí a **mhaoiniú** agus oibreoidh sé leo chun an earnáil a **fhorbairt**. Cuirfidh sé **maoirseacht rialála** i bhfeidhm agus soláthróidh sé **comhairle** don Rialtas. Cuirfidh ÚAO maoiniú ar fáil ar bhealach cothromasach agus tabharfaidh sé aird ar thosaíochtaí polasaí phoiblí an tráth céanna.



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