



GLOBAL ENGAGEMENT STRATEGIC PLAN 2024-2028

South East Technological University

setu.ie



CONTENTS

- 1. Introduction 3**
 - Our Vision, Our Mission and Five Priority Areas..... 6
 - SETU 2023 9
 - SETU 2028 10

- 2. Priorities 13**
 - Priority 1: **Global Opportunities** 14
 - Priority 2: **Global Student Experience** 19
 - Priority 3: **Global Strategic Partnerships and Networks** 24
 - Priority 4: **Internationalisation at Home (IaH)** 28
 - Priority 5: **Global Rankings and Reputation** 32

- 3. Appendix..... 37**



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1 INTRODUCTION

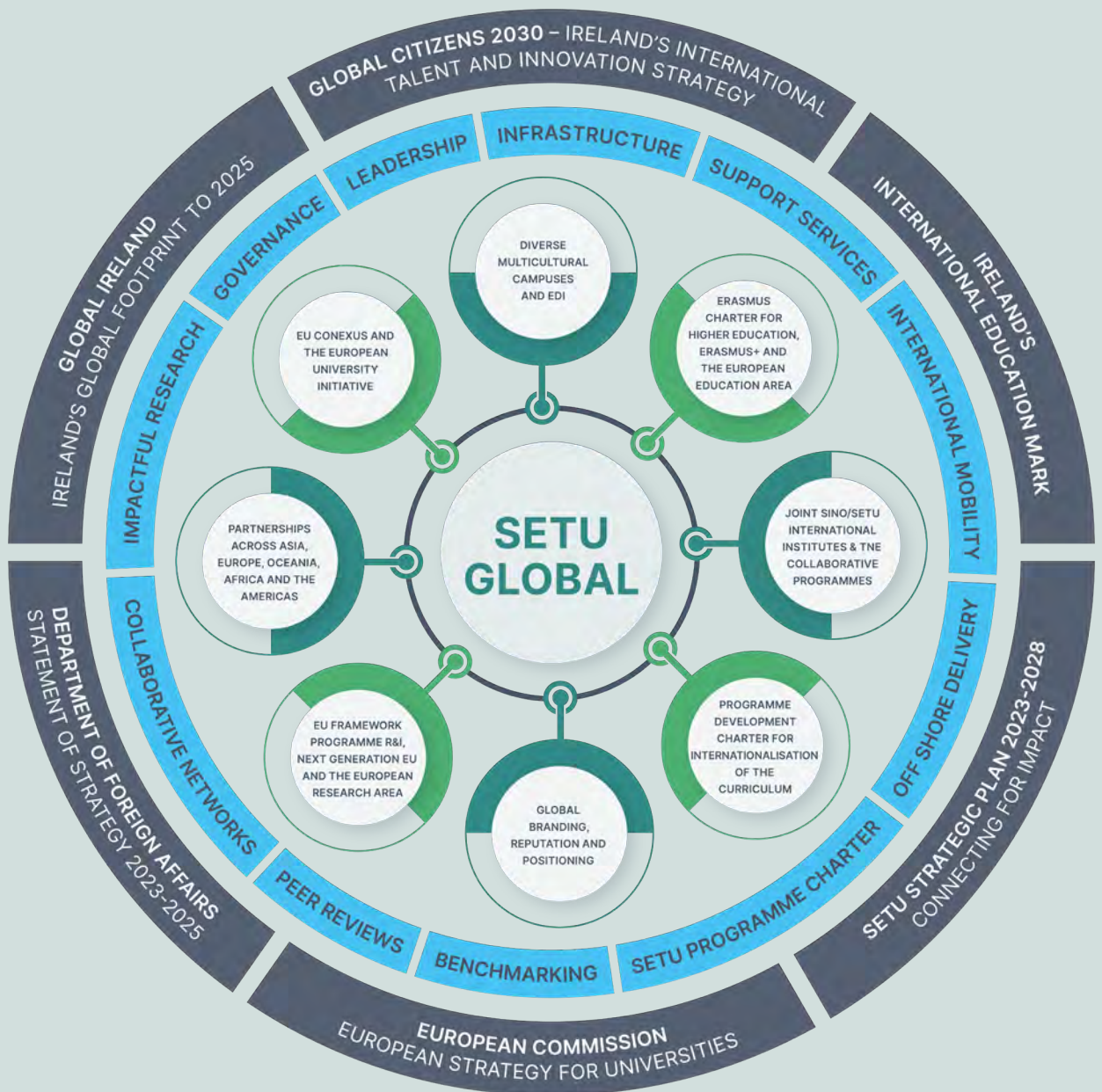


1 INTRODUCTION

South East Technological University (SETU) was established in May 2022 under the 2018 TU Act and published its first five-year strategic plan, *Connecting for Impact*, in May 2023. This plan highlights, inter alia, SETU's strong commitment to internationalisation, prioritising the development of an ancillary strategic plan that sets out SETU's ambition and five-year plan for enhancing its global reach, footprint and reputation towards realisation of its vision for a leading global technological university.

This five-year strategic plan for global engagement, *Global Minds, Global and Local Impact*, builds upon SETU's significant achievements to-date, leveraging our established global partnerships, enhancing our diverse student and faculty body, and expanding our research collaborations. By integrating and further developing these strengths, we aim to further enrich our academic environment, foster cross-cultural understanding, and expand our impact on the global stage.





SETU's Global Partnerships and Internationalisation Activities and Frameworks

1 INTRODUCTION

OUR VISION

A globally connected university community with diverse cultural perspectives, international experiences, global partnerships and networks, nurturing graduates that thrive in an interconnected world, and empowering faculty to lead in their fields.

OUR MISSION

To cultivate a sustainable and collaborative approach to internationalisation that enriches our environment, creates exceptional opportunities for our people and economy, and fosters the growth of an inclusive globally connected region.

FIVE PRIORITY AREAS

SETU presents this plan under five thematic priority areas encompassing Global Opportunities, Global Student Experience, Global Strategic Partnerships and Networks, Internationalisation at Home (IaH) and Global Rankings and Reputation.



GLOBAL OPPORTUNITIES

Attracting talented students, researchers and staff from across Europe and the world.



GLOBAL STUDENT EXPERIENCE

Building a high-quality global community that is welcoming, supportive and inclusive.



GLOBAL PARTNERSHIPS AND NETWORKS

Advancing mutually beneficial global strategic partnerships that reflect the values and ambition of SETU, and impact positively on the achievement of our goals.



INTERNATIONALISATION AT HOME (IaH)

Developing an IaH strategy that integrates global perspectives, cultural diversity, and international experiences into SETU's educational environment.



GLOBAL RANKINGS AND REPUTATION

Cultivating a strong international reputation and global positioning for SETU.

The objectives, actions and targets set out under each of these priority areas endeavours to establish a clear roadmap for a comprehensive and shared approach to internationalisation across our new multi-campus university.

This plan has been developed in a dynamic planning context that incorporates development of a variety of complementary strategic plans and projects under SETU *Strategic Plan 2023-2028*. These include SETU's proactive commitment: to EDI across all university activities; to key global sustainability frameworks and practices; and to the European project, exemplified by the European Commission's *European Strategy for Universities 2022*, which encourages HEIs to play a pivotal role in Europe's future by engaging in deeper collaboration across Europe, enhancing global competitiveness, and contributing to societal challenges.

Through this plan, SETU aims to tap into the vast pool of knowledge, experiences, innovations and resources of institutions and populations across the world to further elevate the quality of our academic pursuits, enhance our contribution to regional socioeconomic development, build partnerships to achieve sustainability goals and support the growth of our global reputation.

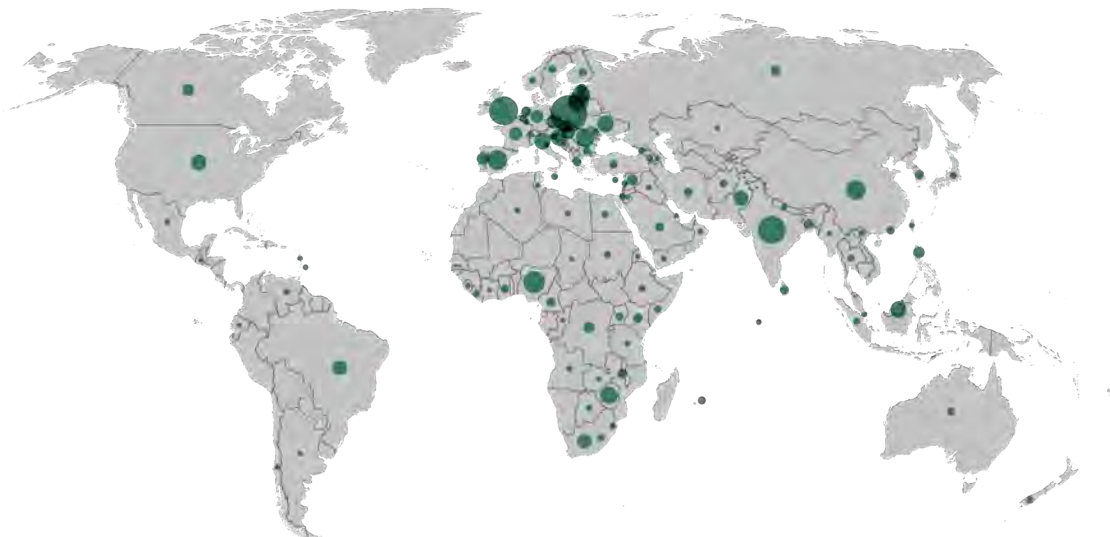
1 INTRODUCTION



Collaborative partnership agreements across Asia, Europe, Oceania, Africa, and the northern and southern Americas



Over 200 Erasmus+ partnerships



Student body comprised of 110 nationalities other than Irish

SETU 2023

Full-time
non-EU
Students



546 ENROLMENTS
€4.84m INCOME



Erasmus+ MOBILITY

- 211 PARTNERSHIPS
- 256 INCOMING, 40 OUTGOING (STUDY)
- 19 OUTGOING TRAINEESHIPS
- 29 BIP (BLENDED INTENSIVE PROGRAMMES)
- 22 OUTGOING STAFF, 22 INCOMING STAFF



53% of over
1,000 research papers
co-authored with SETU
researchers involved
1,047 organisations
across **104** countries

co-authored
RESEARCH
PUBLICATIONS

Transnational
Education

559 ENROLMENTS
95 ^{NFQ} _{L7} GRADUATES

1 INTRODUCTION

SETU 2028

Full-time non-EU Students



1,080 ENROLMENTS
€9.87m INCOME



Erasmus+ MOBILITY

- 236 PARTNERSHIPS
- 200 INCOMING, 80 OUTGOING (STUDY)
- 30 OUTGOING TRAINEESHIPS
- 90 BIP (BLENDED INTENSIVE PROGRAMMES)
- 35 OUTGOING STAFF, 35 INCOMING STAFF



isb INTERNATIONAL STUDENT BAROMETER

Exceed overall Global ISB and Ireland ISB satisfaction ratings across all categories, with top 3 placement for employment/career support for Ireland ISB and European ISB.

Transnational Education

2,120 ENROLMENTS
520 NFQ L7 L8 & L9 GRADUATES







2 PRIORITIES



2 PRIORITIES



PRIORITY 1: GLOBAL OPPORTUNITIES

Attracting talented students, researchers and staff from across Europe and the world.

SETU is committed to excellence and diversity and aims to attract talented students and faculty from across Ireland and the world to further foster a vibrant, innovative, and diverse academic community. The bringing together of individuals with varied cultural perspectives, international experiences and global networks, promotes dynamic teaching, cutting-edge research, and transformative learning.

Within this broader internationalisation context, SETU is deeply committed to regional socioeconomic prosperity, endeavouring to play a lead role in elevating the profile of the south east region to that envisaged in ambitious regional and national development plans through, inter alia, the provision of an expanded, highly skilled and capable

graduate pipeline and workforce.

Acknowledging ongoing challenges arising from a vibrant Irish economy operating at full capacity, together with national demographics which project an increasingly competitive domestic landscape for higher education enrolments and staff recruitment across a broad range of sectors, a strategic focus on enhancing international student recruitment and attracting highly quality international faculty is acknowledged as an area of opportunity for SETU and its regions.

Key objectives are to increase full-time non-EU enrolments to over 8.0% by 2028 (10% annual average increase), and to establish, benchmark, develop, and monitor development of SETU's international faculty profile.

Objective 1: Targeting International Markets

Expand SETU's global footprint and brand recognition by engaging priority and secondary international markets with tailored, innovative marketing strategies and partnerships.

Action	KPI	Timeline
<p>1.1.1 Market Analysis and Strategic Engagement</p> <p>Identify priority and secondary international markets with significant growth potential. Develop tailored engagement strategies that include in-market representation in priority regions.</p>	Growth in applications / registrations from target markets and partnerships.	Initial assessment by Q3 2024, with ongoing annual reviews.
<p>1.1.2 Digital Marketing and Engagement Platforms</p> <p>Leverage advanced digital marketing tools and platforms to enhance SETU's online presence including online course search websites, social media, and increased use of immersive experiences. Encourage international alumni to share their success stories and experiences, in support of authentic marketing and engagement.</p>	Digital platforms metrics.	Annual assessment of campaign performance. Ongoing and aligned with SETU's developing Alumni Engagement Plan and new Alumni Office.
<p>1.1.3 Partnerships for Enhanced Visibility and Access</p> <p>Establish strategic partnerships with educational institutions, funding/sponsorship bodies, governmental bodies, and industry organisations in target markets to increase SETU's visibility, and open-up funding sources for prospective students.</p>	Increase in enrolments from new channel/ partnership initiatives.	Year 1, identify potential partners and commence partnership channels integration. Year 1-3, evaluate, adapt and expand.
<p>1.1.4 Data-Driven Marketing Insights</p> <p>Invest in data analytics to gather insights on international market trends, student behaviour, and the impact of marketing strategies. Utilise this data to continuously optimise marketing efforts.</p>	Improvements in campaign performance metrics	Ongoing.

2 PRIORITIES

Objective 2: **Faculty Planning and Targets**

Optimise programme capacities and leverage faculty expertise to meet international student recruitment goals and address the evolving global education landscape.

Action	KPI	Timeline
<p>1.2.1 Programme Capacity</p> <p>Designate faculty leads to establish and share programme capacity information ahead of each recruitment cycle. Consider allocating spaces for international students in high-demand courses to capitalise on SETU's global appeal. Employ historical and current data to forecast programme demand and align recruitment efforts accordingly.</p>	<p>Accuracy and timeliness of information.</p> <p>Enrolment rates.</p> <p>Alignment of recruitment numbers with forecasts.</p>	<p>May of each new recruitment cycle (Sept./Oct.).</p> <p>Ongoing (commencing post-implementation in 2025).</p>
<p>1.2.2 Programme Portfolio Development</p> <p>Market research and faculty planning for the development and provision of high quality globally attractive and relevant undergraduate and postgraduate provision.</p>	<p>Increasing relevance of academic portfolio to target markets.</p>	<p>Aligned with the planned SETU Academic Portfolio Project.</p>
<p>1.2.3 Faculty Engagement in Recruitment Initiatives</p> <p>Deepen faculty involvement in recruitment efforts for programmes, targeting growth through participation in international recruitment fairs, virtual sessions/open days, and direct outreach.</p>	<p>Participation levels of faculty in recruitment activities.</p>	<p>Scheduling aligned with major recruitment events and academic calendar.</p>
<p>1.2.4 Incentivisation Scheme</p> <p>Develop and implement an annual financial disbursement model for Faculties from revenue generated by Faculties from tuition fees.</p>	<p>Revenue generated by Faculties (post-full-cost recovery) from tuition fees.</p>	<p>Model developed and approved in 2024, with first allocations for the 2024/2025 intake at financial year-end.</p>

Objective 3: **Streamlining Internal Processes**

Achieve operational excellence within SETU's recruitment and admissions processes.

Action	KPI	Timeline
<p>1.3.1 Resolution of Operational Bottlenecks</p> <p>Implement a centralised application and customer relationship management (CRM) system. Provide training to ensure greater collaboration and cross functional work between staff who travel out to market, and staff primarily focusing on admissions.</p>	<p>Improvements in processing times for applications (offers within 14 days).</p> <p>Feedback on CRM Recruit.</p>	<p>Implementation to commence in July 2024, with full implementation by Q1 2025.</p> <p>Continuous optimisation.</p>

Objective 3: Streamlining Internal Processes

Achieve operational excellence within SETU's recruitment and admissions processes.

Action	KPI	Timeline
<p>1.3.2 A Focus on Conversion</p> <p>Develop, prioritise and implement a comprehensive approach to conversion activities to secure timely acceptances and registration.</p>	Growth in conversion rates and increase in enrolments.	Develop and launch pilot campaigns from November 2024.
<p>1.3.3 Retraining and Refocusing Recruitment Representatives</p> <p>Conduct an open SETU Recruitment Representative procurement process, assign new SETU contracts, and provide comprehensive training and support.</p>	Improvement in the quality and quantity of applications.	E-tender Q4 2024. New contracts Q4 2024. Annual training and performance reviews.
<p>1.3.4 Comprehensive Communications Strategies</p> <p>Develop and implement an optimal messaging and communications plan for prioritised territories in line with SETU branding.</p>	Higher satisfaction ratings in key categories of the annual ISB survey.	Strategy design and system setup by end of 2024, with an aim of full launch in 2025.
<p>1.3.5 Sharing the SETU Global Student Voice</p> <p>Launch and develop SETU's Global Student Ambassador Programme, enabled by SETU's IAES and Entry Award recipients. Utilise platforms such as Unibuddy or the Ambassador Platform to authentically represent the SETU experience. Foster an online community that connects prospective international students with award recipients.</p>	Number of active engagements and satisfaction ratings in the annual ISB survey.	Induction/training in Q4 2024, followed by programme launch in 2025. Ongoing annual recruitment and expansion of the Ambassador network.
<p>1.3.6 Optimisation of an organisational structure for global engagement</p> <p>Explore and develop an integrated organisational model for global engagement as part of the SETU organisational design process, balancing centralised leadership, oversight and supports provided through the SETU Global Office, with distributed leadership, engagement and execution across faculties, departments, functions and priority global regions.</p>	Agreed integrated model for phased implementation. Benchmarked development plan for SETU Global Office to enhance its leadership role in all aspects of global engagement.	Aligned with the ongoing SETU organisational restructuring process which commences the optimisation stage in September 2024.

2 PRIORITIES

Objective 4: **Strengthening the International Dimension of Faculty Recruitment Strategies**

Establish the current SETU profile for international faculty and develop a strategy to further develop this profile in support of enhanced performance in international recruitment and global rankings.

Action	KPI	Timeline
<p>1.4.1 Workforce Development Plan</p> <p>Ensure an enhanced focus on the international dimension of SETU's Workforce Development Plan, with an emphasis on the promotion of SETU as a leading employer in international higher education, coupled with recruitment strategies that broaden the use of targeted advertising in academic publications and higher education-specific jobs boards.</p>	<p>Define and track agreed KPIs as the Workforce Development Plan is developed.</p>	<p>Aligned with SETU's developing Workforce Development Plan (<i>Strategic Plan 2023-2028</i>, Action 11.8). Timeline TBD.</p>
<p>1.4.2 International Faculty Profile</p> <p>Establish and monitor SETU's profile for international faculty with reference to metrics associated with prioritised international rankings /rating systems (Priority 5). Benchmark across other leading European Technological Universities on an annual basis.</p>	<p>Metrics and benchmarking of SETU's profile for international faculty and contribution to SETU's positioning in ranking systems.</p>	<p>Aligned with plans to enhance, centralise and systemise SETU's collection, analysis and reporting of EDI/HR data.</p>
<p>1.4.3 A Welcome and Inclusive Culture</p> <p>Create a university-wide culture that values diversity and inclusion as envisaged under SETU's EDI Strategic Plan 2024-2029 and Race Equality Action Plan 2025-2029, to include the following targeted initiatives for international faculty.</p> <ul style="list-style-type: none"> • An induction programme for international staff, covering cultural integration, professional expectations, and campus resources. • Mentorship programmes for international faculty for guidance on academic, administrative, and cultural aspects. • A welcome package with local area information, to ease transitions. • Promotion of community integration and well-being, and celebration of international faculty contributions. • Provision of support with visa processes and navigating local services. • Offer language and intercultural communication workshops. 	<p>International staff induction and mentorships programmes in place.</p> <p>Tailored supports in place to ease transitions.</p>	<p>Aligned with SETU's developing Workforce Development Plan (<i>Strategic Plan 2023-2028</i>, Action 11.8). Timeline TBD.</p>



PRIORITY 2: GLOBAL STUDENT EXPERIENCE

Building a high-quality global community that is welcoming, supportive and inclusive.

The student experience is a multifaceted aspect of university life that profoundly impacts a students' academic, personal, and professional success. As set out in the *Student Charter*, SETU is committed to the creation of an environment in which every student can learn, interact and engage with all aspects of student life, while gaining knowledge, skills and competencies required to contribute as active citizens in the global community. While valuing the diverse perspectives that international students bring to SETU, the university is also aware of the challenges that international students can face over and above those encountered by the domestic student cohort. As SETU plans for an increase in international

enrolments, this priority area is designed to ensure that SETU continues to meet the needs of international students. The objective is to establish, monitor and respond comprehensively to feedback from international students gathered through a variety of mechanisms, but most specifically through the internationally recognised International Student Barometer (ISB). A further objective is to achieve the new *TrustEd Ireland (IEM)* statutory quality mark in order to provide further confidence that SETU is a university that is deeply committed to, and successful in, assuring and continuously enhancing the international student experience, from pre-enrolment through to the completion of their programme of education.

Objective 1: Capturing the Global Student Voice

Gather, monitor and disseminate benchmarked feedback from SETU international students.

Action	KPI	Timeline
<p>2.1.1 International Student Barometer</p> <p>Participate in the internationally recognised International Student Barometer (ISB) survey on an annual basis (led by SETU Global Office), commencing with the 2023/2024 international student cohort (April 2024 survey).</p> <p>Share the ISB outcomes annually with SETU Executive Management Team, to include access to online visualisation tools to enable academic and professional support functions to explore cross-campus, national and global benchmarked results for their areas, and to inform forward planning through, inter alia, annual plans, Strategic and Programmatic Reviews, Professional Services Reviews, and Institutional Reviews.</p>	<p>Annual SETU ISB 2024 scores for all categories of the international experience over the five-year plan. Improved benchmarking outcomes for SETU ISB vs Ireland ISB and Global ISB.</p>	<p>Annual survey in Q2 each year (2024-2029), followed by dissemination to, and review by, SETU EMT in Q4 each year.</p>

2 PRIORITIES

Objective 1: Capturing the Global Student Voice

Gather, monitor and disseminate benchmarked feedback from SETU international students.

Action	KPI	Timeline
<p>2.1.2 Irish Survey of Student Engagement (ISSE)</p> <p>Participate in the national student survey once the ongoing review is complete and the survey is relaunched in 2026 (studentsurvey.ie).</p> <p>Use of other ongoing continuous improvement mechanisms including Erasmus+ student mobility surveys, focus groups and integration with SETU 100 project.</p>	<p>Enhancement of ISSE scores over the five-year plan.</p>	<p>January 2026 (in line with national renewal)</p> <p>September 2025</p>

Objective 2: TrustEd Ireland (International Education Mark)

Achieve, maintain and promote the new TrustEd Ireland (IEM) statutory quality mark to further enhance public confidence in SETU's global activities.

Action	KPI	Timeline
<p>2.2.1 TrustEd Ireland Application</p> <p>Establish a TrustEd Ireland Task Group to prepare and submit the IEM Application Statement (IEMAS) demonstrating SETU's compliance with the QQI Code of Practice for Provision of Programmes of Higher Education to International Learners (July 2023).</p>	<p>Authorisation to use the TrustEd (IEM) Quality Mark.</p>	<p>SER submission by 28th March 2025.</p> <p>Assessment, March 2025 to Sept. 2025.</p>



Objective 3: Enhancing the Global Student Experience at SETU

Multi-faceted approach to assuring and enhancing the global student experience.

Action	KPI	Timeline
<p>2.3.1 Equity through Support Services</p> <p>Ensure equity in the experience of the international student through excellence in the provision of services, including:</p> <p>Management and Oversight Establish clear management and oversight in the provision of services to international students.</p> <ul style="list-style-type: none"> Oversight by Academic Council and Student Experience Committee. Clear alignment in provision of services across all areas of SETU student support services ensuring coherence with University 'Student Wellbeing and Participation' Project. <p>Accommodation Support Provide dedicated accommodation supports:</p> <ul style="list-style-type: none"> Engage with the University Accommodation Strategy. Identify and communicate dedicated accommodation services for international students. Provide dedicated accommodation for international students. <p>English Language Review and articulate English Language Policy and Supports:</p> <ul style="list-style-type: none"> Review and communicate an English Language Policy for access to the University. Identify and define English Language supports for those for whom English is not their native language. Provide English Language support equitably across-campus and disciplines. 	<p>ISB benchmarked scores for supports.</p> <p>Post-merger management structures and systems optimised with equity of support across-campus for all students.</p> <p>University accommodation plans as per Actions 6.6 and 13.2 of <i>Strategic Plan 2023-2028</i></p> <p>Revised English Language Policy</p>	<p>Ongoing. Monitored on an annual basis.</p> <p>November 2024</p> <p>January 2025</p> <p>November 2024</p> <p>April 2025</p> <p>September 2027</p> <p>March 2025</p> <p>September 2025</p> <p>October 2025</p>

2 PRIORITIES

Objective 3: **Enhancing the Global Student Experience at SETU**

Multi-faceted approach to assuring and enhancing the global student experience.

Action	KPI	Timeline
<p>2.3.2 Enhancing the Pre-Arrival and Arrival Experience</p> <p>SETU Global Office to implement the actions detailed under Priority 1, Objective 3 to further enhance the international pre-arrival and arrival experience..</p>	SETU ISB 2024 benchmarked scores for pre-arrival / arrival.	In line with the timelines for Priority 1, Objective 3
<p>2.3.3 Enhancing the Learning Experience</p> <p>Academic units to consider the international student feedback on their learning experiences across disciplines and campuses provided by SETU ISB to help inform and shape their upcoming Programmatic Reviews in 2025.</p>	SETU ISB benchmarked scores for learning.	Ongoing

Objective 4: **Nurturing the Sense of Belonging**

Reinforce the 'sense of belonging' for international students in SETU through visible, consistent and supportive integration activities.

Action	KPI	Timeline
<p>2.4.1 Pre-Arrival / Pre-Enrolment Supports</p> <p>Provide dedicated pre-arrival / pre-enrolment supports:</p> <ul style="list-style-type: none"> Participate in a Social Community Platform that enables international students to connect with each other before arrival (increasing student integration and wellbeing). Investigate the provision of university virtual spaces and global lounge spaces. 	<p>Social Platform in place /active.</p> <p>Proposals for virtual and physical spaces.</p>	<p>September 2025</p> <p>September 2025 and March 2026</p>
<p>2.4.2 Students Union</p> <p>Work with international officer(s) in SU to support and lead social and cultural interaction activities.</p>	SU partnership role in support provision.	September 2025
<p>2.4.3 Student Ambassadors</p> <p>Expand Student Ambassadors schemes to support mentoring, peer-to-peer, buddy system for international students:</p> <ul style="list-style-type: none"> Review of scheme and redefinition of some roles. Enrolment and Training. 	Revised Student Ambassador scheme.	Aligned with Priority 1, Objective 3.

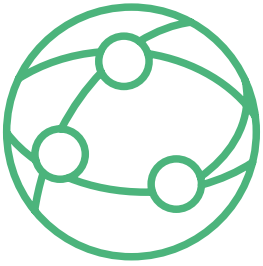
Objective 4: **Nurturing the Sense of Belonging**

Reinforce the 'sense of belonging' for international students in SETU through visible, consistent and supportive integration activities.

Action	KPI	Timeline
<p>2.4.4 Social Activities</p> <p>Provision of a suite of social activities aimed at integration of international students.</p> <ul style="list-style-type: none"> • Development of events calendar underpinned by resources. • Rollout and continual review of events. 	Annual calendar of agreed social integration events.	Ongoing
<p>2.4.5 Intercultural Competencies Training</p> <p>Provide Intercultural Competencies Training for all students and staff.</p> <ul style="list-style-type: none"> • Design of Training. • Rollout of Training. 	Intercultural Competencies Programme and training in place.	June 2025 October 2025
<p>2.4.6 Extra-Curricular Activities</p> <p>Promotion of international student engagement with, and coordination of, extra-curricular activities.</p> <ul style="list-style-type: none"> • Work with SETU Sport Dept. to consider international student involvement in Clubs and Societies. • Develop supplemental awards/ECTS/ micro credentials for volunteering. 	Enhanced participation of international students in sports, clubs and societies.	September 2025 January 2026



2 PRIORITIES



PRIORITY 3: GLOBAL STRATEGIC PARTNERSHIPS AND NETWORKS

Advancing mutually beneficial global strategic partnerships that reflect the values and ambition of SETU and impact positively on the achievement of our goals.

A portfolio of high-quality global partnerships, together with active membership of international university networks, are two important features of a leading global technological university. These aspects of SETU will be enhanced through this plan to play a central role in the attainment of our strategic goals for world-class research, academic provision and quality, impactful engagements, innovative collaborations, and sustainable development.

SETU has over 300 partnership agreements with universities across Europe and the globe. These partnerships vary in scope and scale. Current partnerships range from Erasmus+ inter-institutional agreements for student and faculty mobility; to full membership of the European University for Smart Urban Coastal Sustainability (EU-CONEXUS); to transnational initiatives involving Joint Educational Institutes established in China with NUIST, Nanjing, Jiangsu, and HUAHE, Zhengzhou, Henan. These partnerships provide opportunities for student and faculty international mobility experiences; collaborative

research and innovation; recruitment of undergraduate and postgraduate students; internationalisation of programmes and T&L; global reputation; and a contribution to Ireland's foreign/economic policy and geopolitical relations.

A key objective under this plan is to review and consolidate the current portfolio of partnerships with an emphasis on the identification of high impact partnerships for targeted relationship building. This prioritisation of partnerships is not designed to limit individual collaboration or faculty priorities, but rather to elevate and prioritise key strategic partnerships that have potential for wide reaching benefits. In parallel, SETU will develop new centralised and distributed structures, policies and processes that support a coordinated university-wide strategic approach to global partnerships, while creating an environment where the SETU community can feel confident and empowered in identifying and pursuing partnership opportunities for the university and its region.

Objective 1: **Global Partnership Framework and Supports**

Develop and implement a robust framework, structures, systems and supports that ensure a university-wide coordinated strategic approach to global partnerships.

Action	KPI	Timeline
3.1.1 Global Partnership Taxonomy and Directory		
Create a taxonomy for SETU global partnerships that defines and categorises different types of international collaborations according to their purpose, scope, and strategic importance.	SETU taxonomy agreed.	Implementation of QS MoveOn (Q3 2024 – Q4 2025).
Implement and further develop a new cross-campus Global Directory as the evidence base for global partnerships. This will be used to identify highly engaged partners, track engagement against the original agreement, and provide a basis for agreement renewal.	Directory implemented and updated regularly.	Ongoing
3.1.2 Global Partnership Framework		
Develop and implement an SETU <i>Framework for Global Partnerships</i> that will guide the formation, approval, management, and evaluation of different types of SETU global partnerships (to include the revision of SETU agreement templates).	Framework agreed and operational.	Ongoing
	Templates agreed and operational.	Ongoing
3.1.3 Advisory Group for Global Partnerships and Networks		
Establish an SETU <i>Advisory Group for Global Partnerships</i> to provide oversight and strategic direction. Responsibilities to include the review and recommendation of major partnership and network proposals within the agreed framework, alignment with strategic goals, and the monitoring and evaluation of the impact of partnerships.	Advisory Group operational and productive.	Q2 2025
3.1.4 Support Structures		
Review and examine the support structures and resources available, centrally and distributed, to deliver on strategic priorities for global partnerships and networks, within the context of the ongoing SETU Organisational Design Project and the overall plan for Global Engagement. This may include designated faculty-embedded leads for global engagement.	Appropriate resources in place that support realisation of the strategy.	Ongoing

2 PRIORITIES

Objective 2: **Priority Global Strategic Partnerships**

Deliver on SETU's commitments to existing priority global partnerships, while cultivating additional opportunities for increasing the scope and scale of mutually beneficial collaborative activities.

Action	KPI	Timeline
3.2.1 Consolidation, Prioritisation and Strategic Planning		
Faculty audit, review, consolidation and prioritisation of existing partnerships for future engagement and development.	Mapping current portfolio (scope, scale, distribution).	Consolidated portfolio Q4 '25 (QS MoveON).
Faculty-developed strategic plans for enhanced and /or new global partnerships.	Faculty partnership strategies.	Ongoing.
3.2.2 Partners and Erasmus+ Mobility		
Generate a development plan for Erasmus balanced mobility at SETU that expands the number of SETU students and staff participating in mobility programmes, broadens access for under-represented groups, fosters partnerships with prominent HEIs, embraces innovation through digitalisation, and empowers faculties in their IaH endeavours.	New development plan for Erasmus balanced mobility.	Commence planning in Q1 2026, in parallel with programmatic reviews and QS MoveOn implementation.
3.2.3 Partners for Transnational Education		
Deliver and build upon SETU commitments to the two Sino-SETU Joint Educational Institutes (with HUAHE and NUIST) and the Joint Educational Programme with JLNU.	4-year cycle review outcomes.	Review commencing in Q4 2026
Conduct a review following the first full four-year cycle, to include an assessment of impact and learnings on models that may be applicable to new SETU TNE partnerships initiatives.		
3.2.4 European Transnational Alliance and EU CONEXUS		
Deliver and build upon SETU commitments to the European University for Smart Urban Coastal Sustainability (EU-CONEXUS) for integrated transnational higher education and research covering smart urban sustainable coastal development within the EUN (European University Network) funding framework. This will include an application for sustainable funding up to 2028, in a call scheduled provisionally for 2026 subject to the adoption of the 2026 Erasmus+ Work Programme.	Broad range of KPIs detailed in the agreed transnational alliance work programme.	As specified in the agreed transnational alliance work programme.

Objective 3: **International Associations/Networks**

Explore and prioritise key international associations/networks at university and faculty level that support academic excellence, build research capabilities, and enhance SETU's global standing.

Action	KPI	Timeline
3.2.5 Existing University-Level Associations		
Adopt a strategic approach to leveraging current university-level SETU membership of international associations/networks in the areas of policy advocacy, institutional development, and networking opportunities. This could include designation of a coordinator to manage, oversee and report on related activities and engagements.	Levels of SETU staff engagement with the association.	Ongoing.
3.2.6 Faculty-Level Networks		
Develop and implement agreed Faculty-specific strategies for active membership of key international networks that are underpinned by current state analysis, network inventory and benchmarking, strategic fit, resourcing and membership utilisation.	Active membership of key international associations across faculties.	Ongoing.



2 PRIORITIES



PRIORITY 4: INTERNATIONALISATION AT HOME (IaH)

Developing an IaH strategy that integrates global perspectives, cultural diversity, and international experiences into SETU's educational environment.

SETU is committed to fostering a global outlook for all students and staff in order to further promote a vibrant teaching, learning and research community at the heart of the university and its region. A global outlook is also an increasingly important graduate attribute, enhancing the ability of individuals to navigate diverse work environments, understand global challenges, collaborate across cultures, and champion sustainable development.

The benefits of physical international mobility in developing such attributes are well established, but, only a relatively small number of Irish students are able to, or choose to, take part in such mobilities as part of their study programme¹. While achieving balanced mobility and increasing outbound mobilities under Erasmus+ and other programmes will continue to be a focus for SETU, the university now also commits to a comprehensive

internationalisation at home (IaH) strategy where it will endeavour to provide all students and staff with opportunities to develop international and intercultural knowledge and attributes within the domestic environment. This will facilitate both competence development and a global perspective in considering planetary challenges, epitomised by the UN SDG's, for all learners, and will require a systematic university-wide approach to internationalisation of the formal curriculum (IoC). Supported by other SETU internationalisation initiatives presented in this plan, this concept also extends to the informal (extra-curricular) curriculum. Underpinned by the SETU *Graduate Attributes Statement* and SETU *Programme Charter*, SETU views its IaH plan as not just an educational strategy, but rather as a necessity for preparing students for success, and empowering faculty in their roles as educators and researchers.

¹ <https://hea.ie/statistics/data-for-download-and-visualisations/institutes-performance/eurostudent-survey/>

Objective 1: Structures for IaH, Staff Engagement and CPD

Provide ongoing professional development opportunities for staff to empower them to engage successfully in the development and effective implementation of IaH initiatives focused on the enhancement of intercultural competence, curriculum design and assessment strategies.

Action	KPI	Timeline
4.1.1 Structures for Global Learning and Internationalisation		
Establish an SETU <i>Advisory Committee for IaH</i> to provide oversight and strategic direction.		
Explore the case for a central T&L resource to provide expert support to faculty in internationalisation of the formal and informal curriculum (including the provision of the CPD activities identified under this objective).	Advisory Group established and active.	Established prior to commencement of Programmatic Reviews (2025).
Explore the case for designated faculty-embedded leads as part of the organisational design process (e.g., Vice-Deans for Global Engagement) to support the IaH initiative and other related priority areas presented in this plan (i.e., international student recruitment and experience, global strategic partnerships, student and staff mobility, global marketing communications).	Phased introduction of leads across faculties / campuses.	Commencing in Q3 2025.
4.1.2 Staff CPD in IaH		
Conduct an initial needs assessment and develop a training and CPD plan for staff in IaH and Intercultural Learning. This could include a range of options from introductory programmes focused on the broad range of opportunities available to faculty for IoC, to a focus on specific IaH methodologies involving COIL, to the development and provision of accredited programmes that could include the following:	Needs assessment complete and CPD plan for staff in IaH and Intercultural Learning developed.	12 months post-implementation of central T&L resource referenced above
<ul style="list-style-type: none"> An open course approved by the National Forum for the Enhancement of Teaching and Learning and offered as a Digital Badge/micro-credential. 	Number of staff upskilled in IaH.	Ongoing – review end of year one.
<ul style="list-style-type: none"> An SETU accredited module for staff on IaH and Intercultural Learning as a stand-alone L9 SPA. 	IaH micro-credential.	Roll out for year two of plan.
<ul style="list-style-type: none"> A suite of asynchronous courses for staff on embedding IaH working with EU-CONEXUS. 	IaH and Intercultural Learning L9 SPA	By end of year two of plan.
Develop an online IaH self-audit tool to benchmark practices.	Two embedding IaH micro-credentials.	Ongoing.
Provide Intercultural Competencies Training for students and staff (as per Priority 2, Objective 4).	IaH self-audit tool.	Completed end of year one.
	Training in place.	Q2 2025 (design) Q4 2025 (roll-out)

2 FACULTY STRATEGY STATEMENT

Objective 2: **Internationalisation of the Curriculum**

Further develop and implement internationalised curriculum at SETU commencing with Programmatic Reviews in 2025.

Action	KPI	Timeline
<p>4.2.1 Curriculum Review and Gap Analysis</p> <p>Faculty review of existing curriculum to identify global /intercultural content and areas requiring further international perspectives.</p>	Review report.	In line with Programmatic Review 2025 timeline
<p>4.2.2 Internationalisation of the Curriculum</p> <p>Develop, agree and implement a structured <i>Faculty Action Protocol for IoC</i> and timeline that ensures alignment of programmes with SETU's IaH objectives of incorporating sustainable global dimensions into curriculum content (e.g., COIL and BIPs), programme and module learning outcomes, assessment strategies, pedagogies and/or associated programme supports.</p> <p>Consider in particular, opportunities for international study and/or international work placement as an integral part of programmes, language provision, academic staff mobility (incoming and outgoing), and participation of global companies and stakeholders showcasing best practices in a sustainable manner.</p>	<p><i>Faculty Action Protocols for IoC</i> in place and being implemented in accordance with the associated timeline.</p> <p>Movement towards balanced mobility for Erasmus+ programmes.</p> <p>Global company participations in IaH efforts.</p>	<p>As determined in the <i>Faculty Action Protocols for IoC</i>.</p> <p>In line with the <i>Faculty Action Protocols for IoC</i>.</p>

Objective 3: **Student Engagement**

Engage students in the further development of an internationalised campus experience for all.

Action	KPI	Timeline
<p>4.3.1 Student Engagement with IaH</p> <p>Engage students in IaH through:</p> <ul style="list-style-type: none"> • Involvement in internationalisation of the formal curriculum/co-creation of curricula. • Provision of training opportunities in languages and intercultural communication. • Participation in the informal curriculum. 	Student engagement in programme development and extra-curricular activities relating to IaH.	Ongoing in tandem with new programme development and programmatic reviews.

Objective 4: **Promotion and Visibility**

Increase the visibility and global recognition of SETU's laH endeavours including success stories, research outcomes, and student experiences /achievements..

Action	KPI	Timeline
<p>4.4.1 Enhancing On-Campus Visibility and Engagement</p> <p>Build further upon the initiatives presented earlier in this plan to promote SETU's internationalisation endeavours:</p> <ul style="list-style-type: none">• Heighten the on-campus visible presence and awareness of the intercultural and international reach of SETU, including the hosting of laH symposia.• Investigate provision of a Student Global Lounge as a multifunctional space for global, inclusive engagement.• Celebrate cultural events through student collaborations, e.g., Christmas, Ramadan, Carnaval, Chinese New Year.• Establish awards to encourage international collaboration.• Develop cross-campus communities of practice.		<p>Current capacities, resourcing and schedules to be established across participating departments and professional support functions over the course of this plan.</p>





PRIORITY 5: GLOBAL RANKINGS AND REPUTATION

Cultivating a strong international reputation and global positioning for SETU.

In today's global higher education landscape, international university rankings and accreditations play a pivotal role in portraying a university's standing to the international academic community and general public, determining the types of students and faculty it attracts, and the quality of its global partners. Rankings and accreditations also facilitate objective benchmarking of institutional performance across diverse domains of provision, helping to inform and shape university investment priorities and corporate global branding initiatives designed to ensure sustained growth and impact.

Strategic Plan 2023-2028 commits to (i) developing and implementing a *Rankings and Reputation Strategy* to position SETU in key world ranking systems by 2028; (ii) increasing the number of SETU programmes with professional accreditation(s)²; and (iii) developing an integrated *Applicant Engagement and Marketing Strategy* that connects potential applicants (regional, national and international) to programmes that are relevant and suitable to them. Key targets include SETU's ranking in either the QS or THE World University Rankings by 2028, and a significantly enhanced university-wide strategic approach to global branding and marketing communications.

² In 2023/2024, 86 of the 303 programmes offered by SETU in the following programme types were accredited: 10 - Undergraduate General Degree, 11 - Undergraduate Honours Degree, 16 - Higher Certificate, 25 - Masters Taught, 29 - Higher Diploma, and 30 - Postgraduate Diploma.



Objective 1: **Global Rankings and Accreditations**

Enhance SETU's global reputation through inclusion in key international rankings, ratings and accreditation schemes, increasing its appeal as a global education and research destination.

Action	KPI	Timeline
<p>5.1.1 Review and Prioritisation of International Rankings</p> <p>Establish a SETU <i>International Rankings Working Group</i> tasked with the implementation and further development of actions identified under this objective.</p> <p>Review key rankings systems³ and determine the most meaningful rankings for SETU and submission dates.</p> <p>Investigate if other subject ranking, niche ranking and rating schemes would be appropriate for SETU, such as QS Stars.</p>	<p>Participation in a minimum of one system Q4 2025.</p> <p>Positioned in top quartile of a minimum of one measurable by Q4 2026.</p> <p>Ranked in QS or THE WUR '28.</p>	<p>Start Q1 2025.</p> <p>Ranked in one WUR by 2028.</p>
<p>5.1.2 Data Gap Analysis</p> <p>Identify data required by each prioritised ranking and accreditation scheme, assess available data and identify gaps. Identify resources required to ensure SETU's data meets the five Cs of data quality (complete, correct, current, compliant, connected).</p>	<p>High quality and complete SETU data set in prioritised submissions.</p>	<p>Q3 2026</p>
<p>5.1.3 Existing and Future Accreditations</p> <p>Review existing accreditations, identify additional priority accreditations, and explore the feasibility of establishing an Office for Programme Accreditation to lead and manage development of SETU's accreditation portfolio.</p>	<p>% Programmes with professional accreditation.</p>	<p>Q3 2025 / ongoing.</p>
<p>5.1.4 Submissions to Ranking Bodies</p> <p>Develop a five-year schedule for SETU submissions to agreed ranking schemes.</p> <p>Identify resources required to ensure high quality submissions.</p> <p>Create targeted communication strategies to highlight successes to external and internal stakeholders.</p>	<p>Five-year schedule for SETU submissions, with outcomes publicised.</p>	<p>Initial plan by end of 2024; yearly submissions commencing 2025.</p>

³ To include the Times Higher Education World University Rankings, the QS World University Rankings, the Times Higher Education Impact Rankings and U-Multirank (European Higher Education Sector Observatory).

2 PRIORITIES

Objective 2: **Global Engagement Strategy**

Develop a targeted engagement strategy designed to foster a strong global community of advocates and ambassadors for SETU and its brand.

Action	KPI	Timeline
<p>5.2.1 Stakeholder Mapping and Programme Development</p> <p>Identify and establish the needs of relevant stakeholders (e.g., recruitment representatives, partner universities, international students/ambassadors and alumni).</p> <p>Develop customised engagement plans for each stakeholder category, utilising data-driven insights to tailor initiatives.</p> <p>Assign staff to work closely with the SETU Global Office and faculties to collect relevant information and feedback.</p>	<p>Number of active engagements with stakeholders.</p>	<p>Q2 2025-Q1 2026, Key stakeholder mapping and programme development; Q4 2025-2027. Implementation.</p>
<p>5.2.2 Technology Solutions for Interaction Management</p> <p>Explore and develop business cases for technology solutions to monitor and manage stakeholder interactions.</p> <p>Implement tools and social media channels that facilitate two-way communication and engagement with stakeholders, enhancing relationships and feedback loops.</p>	<p>Technology solutions identified for management of stakeholder interactions.</p>	<p>Ongoing</p>
<p>5.2.3 Global Partnerships Development</p> <p>Build strategic partnerships with organisations globally to enhance the profile of SETU and its region (Priority 3).</p> <p>Foster relationships with key stakeholders in Ireland and internationally to advance SETU's global engagement goals, e.g., national development agencies, foreign ministries, embassies and global networks, to promote Ireland, Irish and SETU higher education and research overseas.</p>	<p>Strategic partnerships formed annually.</p> <p>Engagements promoting Irish and SETU higher education.</p>	<p>See timelines under Priority 3</p> <p>Ongoing</p>

Objective 3: Global Branding and Marketing Strategy

Develop and implement a robust marketing communications plan to enhance SETU's global brand visibility and resonance, encompassing a blend of traditional and digital marketing techniques tailored to effectively reach and engage diverse global audiences.

Action	KPI	Timeline
<p>5.3.1 Audience Analysis and Segmentation</p> <p>Establish an SETU <i>Global Branding and Marketing Strategy Working Group</i> tasked with the implementation and further development of the actions identified under this objective.</p> <p>Conduct an audience analysis, segment audiences to tailor marketing strategies effectively, and explore emerging markets and niche segments for potential opportunities.</p>	<p><i>Global Branding and Marketing Strategy Working Group</i> established.</p>	<p>Commencing Q4 2025</p>
<p>5.3.2 Refined Global Brand Messaging and Positioning</p> <p>Develop a unique value proposition and compelling storytelling narratives aligned with global education, innovation, and research excellence.</p> <p>Create adaptable messaging templates for diverse cultural contexts while ensuring brand consistency.</p> <p>Craft engaging social media content tailored for global audiences, highlighting SETU's international initiatives, student life, academic and research excellence.</p> <p>Explore the feasibility of a dedicated role or team for creating tailored traditional and digital content aimed at international audiences.</p>	<p>High quality messaging / information strategy for SETU aligned with Ireland's <i>Code of Practice for Provision of Programmes of Higher Education to International Learners</i> and ensuring full compliance with the TrustEd Ireland (IEM) statutory quality mark.</p>	<p>6-12 months and ongoing</p>
<p>5.3.3 Integrated Global Marketing Campaigns</p> <p>Identify and establish partnerships with key multinational partners (e.g., IDP, Study Portals, Apply Board) for digital promotion campaigns, and utilise partner networks to expand SETU's reach in targeted international markets through strategic digital marketing initiatives.</p> <p>Develop targeted content initiatives tailored to specific audience segments, create customisable digital brochures for individual markets and agencies, and develop a digital toolkit for SETU's agency network, providing resources and materials to ensure comprehensive, accessible, high-quality information for prospective international students and partners.</p>		<p>12-24 months and ongoing</p>



3 APPENDIX



3 APPENDIX

STEERING GROUP MEMBERSHIP

Dr Patricia Mulcahy	VP for Global Partnerships (Chair)
Dr Fintan Bracken	Director of the Office for Institutional Planning and Research
Dr Alan Davy	Head of Department of Computing and Mathematics
Ms Sinead Day	International Affairs Manager
Dr Veronica Kelly	Senior Lecturer
Mr Donal McAlister	International Affairs Manager
Dr Don O'Neill	Head of Department of Humanities
Dr John Power	SETU Brand Manager
Ms Nidhi Piplani Kapur	IRC PhD Scholar
Dr Ken Thomas	Head of School of Engineering
Dr Colm Walsh	SETU Global Business Development Manager
Mr Cormac O Toole	VP Finance/Financial Controller
Dr Richard Hayes	VP Strategy
Mr David Denieffe	VP Student Experience
Dr Thomas O'Toole	Acting VP Research, Innovation & Impact and Head of School of Business
Dr Derek O Byrne	VP Academic Affairs, Teaching & Learning
Dr Suzanne Denieffe	Head of School Humanities
Dr Frances Hardiman	Head of Faculty of Engineering
Dr Karen Hennessy	Head of Wexford Campus
Mr Nicolas Redmond	UG International student representative
Ms Teresa Kennedy	Secretariat

WORKING GROUP ON GLOBAL OPPORTUNITIES

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Mr Eoin O'Brien	Lifelong Learning Manager
Mr Shaun Dowling	Social Media Officer
Mr Ger Long	Head of Department Accounting & Economics
Ms Sinead Day	International Affairs Manager

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Ms Paula Long	International Office Secretary, Global Office
Ms Paula Brazil	Erasmus+ Outgoing Mobility Coordinator, Global Office
Ms Laura Brennan	International Coordinator Pathway Programmes, Global Office
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Ms Denise Mcallister-Wylie	SETU President's PhD Scholar
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Dr Siobhán Walsh	Lecturer in Agricultural Science, Work Placement Coordinator
Ms Cathy Pembroke	Graduate Studies Staff Officer, Research, Innovation & Graduate Studies
Dr Patricia Bowe	Head of Department, Management & Organisation
Ms Selma Robinson	Further Education Progression
Dr Colm Walsh	SETU Global Business Development Manager
Ms Una Cummins	EFL Lecturer
Ms Mary O'Connell	EFL Lecturer

3 APPENDIX

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