Maynooth University Profile for Cinnte Review 2018

Maynooth University

Introduction

Maynooth University (MU) was established[1] as an autonomous public university under the Universities Act 1997. While in one sense MU is Ireland's newest university, it traces its origins to the foundation of the Royal College of St. Patrick in 1795[2]. It therefore draws strength from a heritage that includes over 220 years of commitment to education and scholarship.

The achievements of Maynooth University in the twenty years since its formal establishment are considerable. MU has grown and developed rapidly (from 4,300 to 12,500 total enrolment) and now makes an important, unique and distinctive contribution to the national system of higher education. It has established itself as a university with ambition, vision, distinct values and a clear identity, along with an international reputation for research and scholarship of quality and impact, excellent teaching, an inclusive and supportive learning environment, and deep engagement with the society it serves.

The greatest asset of MU is its distinctive institutional characteristics. With scholarly strengths distributed across the humanities, social sciences, and science and engineering, MU is home to the largest concentration of humanities and social sciences students and faculty in the Republic of Ireland and a thriving community of scientists and engineers, creating an exceptional milieu for disciplinary and interdisciplinary research and learning. MU has a deep and historic commitment to liberal education and fundamental research and scholarship, seeing these as ends in themselves, but also as a basis for engaged and applied research, and professional education in initial teacher education, youth and community work, psychology, electronic engineering, business and law. Maynooth University is a dynamic, rapidly growing and innovative institution which nonetheless remains a collegial, collaborative and inclusive community where staff and students can flourish. It is acknowledged as the national leader in access and inclusion, offering students who might otherwise be excluded from higher education the opportunity to learn in and contribute to the University. We see ourselves as a public university, pursuing research and learning for the public good.

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[1] The University was formally established as the National University of Ireland, Maynooth; this remains the legal title of the University, and the University is proud to be a constituent University of the National University of Ireland. Nonetheless, in 2015 the Governing Authority decided that the primary name of the University should change to *Maynooth University*.

[2] St. Patrick's College Maynooth is the national Roman Catholic seminary and a Pontifical University. It developed a special relationship with the National University of Ireland (NUI) in 1910, becoming a Recognised College and awarding degrees of the NUI. The decision was made in 1966 to admit lay students to the Recognised College and over the subsequent decades the numbers of lay students grew rapidly. The Universities Act 1997 separated the Recognised College from St. Patrick's College and established the former as a University. Maynooth University and St. Patrick's College Maynooth share the campus, and collaborate on a number of academic and other initiatives.

Maynooth University Overview

Student enrolments: Maynooth University is the fastest growing university in Ireland. The total student headcount enrolment in MU increased from just over 4,300 in 1996/97 to 10,028 in 2013/14 and over 12,500 in the current academic year[3], which includes an increase of almost 3,200 (34%) since the last institutional quality review in 2009/10. (further details are contained in Appendix A). The number of undergraduate new entrants increased by 46% from 1,925 in 2010/11 to 2,819 in 2017/18. Consequently, MU has strengthened its position within the university sector, so that MU headcount enrolments have grown from 7.2% to 9.8% of the university system since 2007/08. It is noteworthy that, in the period from 2008/09 to 2016/17, when total student enrolments (headcount) in the university sector grew by 20,900, total enrolment at Maynooth University grew by 4,600. In short, despite accounting for less than 10% of all enrolments in the university sector, MU has contributed 22% of sectoral enrolment growth during a decade of recession. Further increases are anticipated, as MU is strategically located in the core region in the State of demographic vitality driven by a combination of high levels of natural increase and net in-migration.

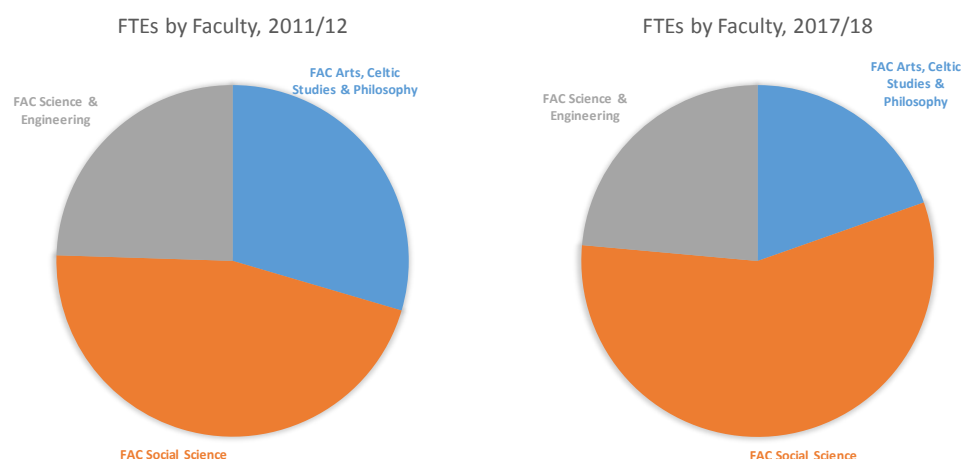**Maynooth University - Total Student Enrolment** (Headcount)
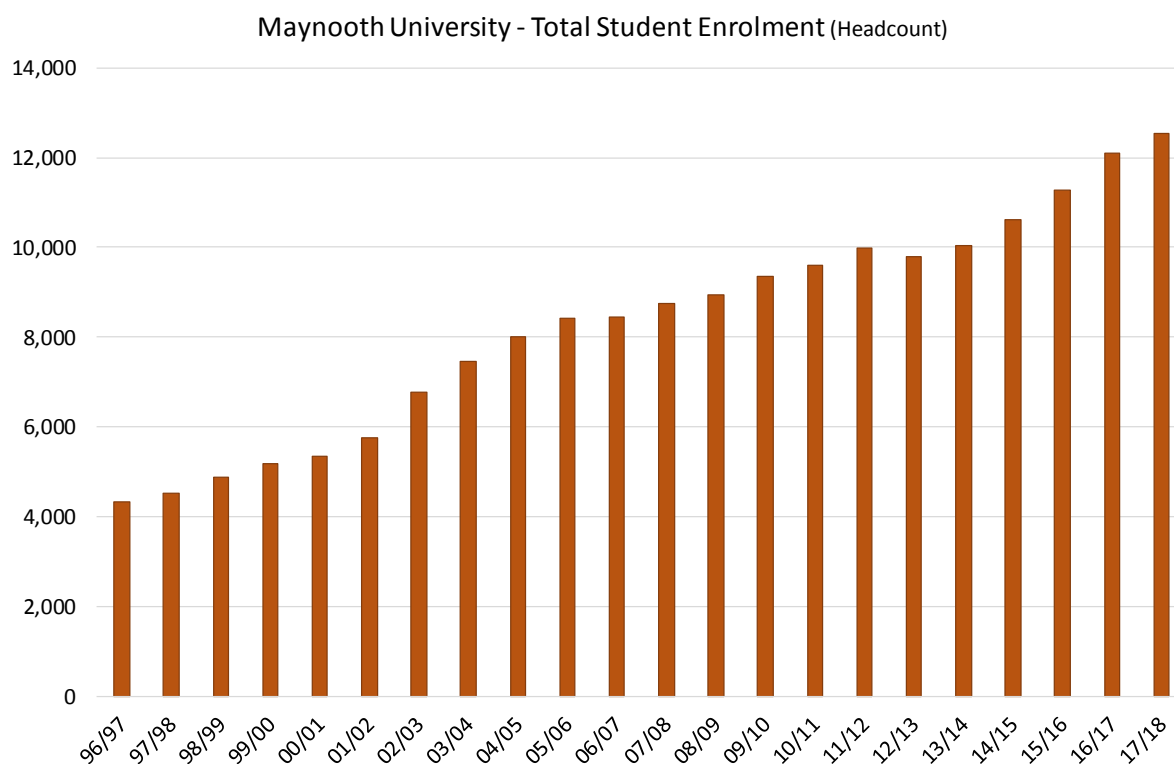
The expansion in enrolments has been facilitated in part by the introduction of new disciplines such as the Froebel Primary and Early Childhood Education, and International Development, as well as the rapid development of programmes in Business, Law and Psychology and the enlargement of those departments, all of which have achieved national and international recognition in a very short time.

The rate of enrolment growth at undergraduate level has exceeded that at postgraduate level, so that even though postgraduate enrolments have increased in absolute terms, postgraduate FTE as a

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[3] The data for 2017/18 are provisional and may be subject to minor adjustments later.

percentage of total FTE has dropped from 18.6% in 2010/11 to 15.9% in 2016/17. The expansion of business, law and education means that student numbers in the Faculty of Social Sciences have grown faster than in the other faculties.

Distribution of students by Faculties 2011/12 and 2017/18

FTEs by Faculty, 2011/12

FTEs by Faculty, 2017/18

The disciplinary profile of Maynooth University, and how it compares with the other six universities, is well illustrated by reference to Table 1, which shows the full-time undergraduate degree enrolments, by broad field of study, for all seven Irish universities in 2016/17. These data show the great strength of the University in the humanities and social sciences, but also show that programmes in natural sciences, computer science, business and law are at a scale comparable to peer universities. Where MU differs from others is that engineering programmes are consciously and strategically confined to electronic engineering and robotics, and the University does not engage in medical, nursing or health professional education.

Table 1: Full-time honours bachelor degree (NFQ level 8) enrolments (headcount) by field of study for the seven Irish universities 2016/17

Full time undergraduate honours degree	Headcount by field of study							
Field of Study (ISCED)	**MU**	**UL**	**DCU**	**TCD**	**NUIG**	**UCC**	**UCD**	**Total**
Generic programmes and qualifications	-	-	29	-	-	-	-	29
Education	257	470	2,459	36	55	247	-	3,524
Arts, humanities and social sciences	4,228	1,961	2,995	3,831	3,320	3,713	4,570	24,618
Business, administration and law	1,653	2,255	2,603	1,120	2,510	2,354	2,794	15,289
Natural sciences, mathematics and statistics	1,345	1,395	1,182	1,813	2,092	2,181	1,895	11,903
Information and Communication Technologies (ICTs)	452	689	769	407	251	889	422	3,879
Engineering, manufacturing and construction	276	1,662	566	875	1,101	792	1,380	6,652
Agriculture, forestry, fisheries and veterinary	-	-	3	-	-	-	1,665	1,668
Health and welfare	88	1,176	1,313	3,420	1,813	2,987	3,247	14,044
Services	-	233	-	-	63	-	-	296
TOTAL	8,299	9,841	11,919	11,502	11,205	13,163	15,973	81,902

Source: HEA Statistics

Staff: The total number of staff FTEs in the University was 975 (402 academic, 98 research, 425 administrative, technical and professional staff) in December 2017, an increase of 117 (13.6%) since 2013/14. In the context of rapid expansion in student enrolments priority was given to academic staff

appointments which accounted for three-quarters of the total increase. The staff: student ratio[4] has thus been maintained at 1:20. However, over the same period the number of administrative, technical and professional staff increased by only 32 (8%) compared to 88 (26%) for academic staff.

Research: The University research capacity has been enhanced in a strategic manner, focused on agreed research priorities, specifically: ***arts and humanities; social and spatial sciences; mathematics communications and computation; and human health***. MU is a research-led university, with a volume and quality of published scholarly work which is excellent by national and international standards, significant successes with IRC, ERC and Horizon 2020 grants, and strong connections into major SFI Centres. Maynooth University has always taken the lead in knowledge transfer initiatives, where achievements include the Innovation Value Institute, the All-Ireland Research Observatory, the MaynoothWorks business incubator, a leadership role in the Technology Transfer Strengthening Initiative, an excellent position in relation to patents, licensing and spinouts, and a range of public policy, community and cultural engagements with significant impact.

Undergraduate education: The Maynooth University Undergraduate Curriculum launched in 2016 is widely seen to be the single most important development in undergraduate education in Ireland in recent decades. The emphasis on the fundamental skills of critical thinking and clear communication, unique subject combinations, flexibility and choice, and the expansion of experiential learning are proving to be extremely attractive to students.

Postgraduate education: Maynooth University provides almost 60 taught postgraduate programmes at Master and diploma levels to approximately 1,600 students. The education and training of doctoral students has been significantly enhanced, with the introduction and ongoing development of the structured PhD and professional doctorates. The University scholarship programmes have been strengthened to retain talented students for postgraduate study.

Widening Participation*:* Maynooth University is widely recognized as the national leader in widening participation. MU is the most diverse in the sector, with higher proportions than in any other Irish university of the undergraduates coming from socioeconomically disadvantaged backgrounds, entering as mature students and / or registered with a disability. All of these students face additional barriers to participation in higher education. MU considers this diversity as an opportunity for enhancing the experience of learning and working at the University for all members of the University community.

Internationalization: In addition to promoting greater participation and inclusion of students born in Ireland, MU is also strongly committed to a comprehensive and ethical approach to internationalization. The ambitious target of doubling international students in the University has been achieved, the number of international students has grown from 541 (or 5.6% of total enrolment) in 2011/12 to 1094 (9.1%) in 2016/17.

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[4] Staff:student ratio is calculated as the total credit-weighted student FTE divided by the total academic and research staff FTE.

Academic, administrative and support services: The academic, administrative and support units of the University have been central to its success, contributing to and supporting research and learning. They have conceived, designed and delivered important strategic initiatives to enhance the research and teaching, and many have been through very significant reorganization, simplifying processes, upgrading systems and enhancing services. The University Strategic Plan 2018-22 includes important investments in administrative processes, structures and systems.

Physical infrastructure and campus development: The University has seen significant investments in buildings and infrastructure, a trend which will accelerate in the coming decade. Approximately 21,700 m2 have been added to the building stock at a cost of €62.4m. The new facilities include dedicated research space, a major extension and redesign of the library, department offices and teaching spaces, state-of-the-art accommodation for information technology services, the MaynoothWorks incubation centre, and additional student apartments. It must be stated that, with significant growth in enrolments, campus facilities and infrastructure are under considerable strain; urgent investment is required to ensure the optimum student experience and to support developments in research, scholarship and innovation. A new campus master plan has been developed and adopted, which will guide the development of the campus environment over the coming decade, and the University is implementing a €150m capital development programme.

Maynooth University Educational awards and programmes

Maynooth University makes educational awards for qualifications extending from level 6 to level 10 on the National Framework of Qualifications. In the current academic year, students are enrolled on 195 programmes / courses. By far the most extensive provision are the 97 undergraduate degree level 8 programmes which are taken by 77% of the students. Another 6% are taking undergraduate certificate and diploma programmes / courses at levels 7 and 8, while two foundation courses are provided at level 6 to a very small number of students (0.2% of all students). A listing of all programmes and information related to admission criteria, progression pathways and academic awards is published on the University website[5].

There are a wide variety of undergraduate level 8 degree programmes that include two omnibus degrees: the Bachelor of Arts (BA) taken by over 3,100 students (30% of the undergraduates) and the Bachelor of Science (BSc) taken by 565 students (5.5% of the undergraduates). The three-year BA degree has Maynooth University's largest cohort of students, with 1,332 first year student enrolments in 2017-18. Students can combine up to four subjects across Arts and Social Sciences in first year and opt for either double major, major-minor or single major combinations for their degree from second year. Additionally, over 220 students have opted to take an extra year of study in a university outside Ireland and graduate with a BA International award. The four-year BSc degree offers a selection of science subjects, with first year student enrolment at 231 in 2017-18. Science students select four

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[5] https://www.maynoothuniversity.ie/study-maynooth/find-course

subjects in first year, one of them to be Mathematics, retain three subjects for second year, and take two subjects from third year to degree level.

The University also provides several denominated level 8 degrees in areas such as social science, community and youth work, early childhood education, primary education, science and education, music, law, business and management, media studies, product design, accounting and finance, geography, history, psychology, computer science & software engineering, biological & biomedical sciences, pharmaceutical & biomedical chemistry, and physics with astrophysics.

Maynooth University awards level 8 higher diplomas across the three faculties in programmes such as local history, applied physics, economic science, and innovative teaching and learning. Further level 8 awards include diplomas in adult education, community and youth work, and arts (ceramic skills and design), and level 8 certificates in adult and community education courses on topics such as crisis pregnancy, counselling skills, addiction studies, disability studies, psychology, and leadership and management in community based projects.

In the current academic year there are approximately 1,600 students enrolled for postgraduate awards, which is an increase of 280 (21%) over 2010/11. At level 9 there are 32 taught Master programmes with a total enrolment of over 1,060 students, and another 25 diploma and certificate courses taken by 530 students. Taught master programmes are provided in most disciplines with a growing number that are inter-disciplinary, for example in Data Science & Analytics, and Immunology & Global Health. Almost 40% of all taught master enrolments are for programmes in Education. Postgraduate diplomas are available in such subjects as philosophy, further education, special educational needs, educational leadership & management, school guidance counselling, information technology, software development, and leadership and defense (in association with the Command and Staff School in the National Military College).

Academic research awards are made at levels 9 (Research Master) and 10 (PhD and Professional Doctorate degrees); since 2012/13 the annual average number of research students enrolled has been 426, of whom 80% on average are PhD students.

Maynooth University Mission, Vision and Strategic Plan

In the period since the last institutional quality review in 2009/10 Maynooth University adopted a Strategic Plan for the period 2012-17 and a new plan for the period 2018-2022 was adopted in April 2018. The *University Strategic Plan 2012-17* reaffirmed the purpose of the University as a place of scholarship and learning, established a shared vision for the future, and charted a clear strategic direction for the institution, guided by scholarly principles and values and cognizant of national objectives. The implementation of the *University Strategic Plan 2012-17* further enhanced MU's capacity and reputation for research, transformed the undergraduate curriculum, grew postgraduate enrolments and made the University even more international, more diverse and more engaged.
The *Maynooth University Strategic Plan 2018-22* builds on our achievements to date, and concentrates institutional energy and resources on further development in research and postgraduate education. The strategy focuses on:

- targeted investment in research capacity in a number of priority areas;
- extending the postgraduate portfolio and growing the postgraduate community;
- realising the full benefits of the enhanced undergraduate curriculum;
- enhancing the student and staff experience;
- comprehensive and ethical internationalisation;
- a commitment to equality diversity inclusion and interculturalism as enablers of academic excellence.

A number of important themes pervade the strategic plan
- a focus on employability in academic programmes at all levels from undergraduate to doctoral;
- an emphasis on the value of engagement to the research, teaching, civic and societal mission of the University;
- a commitment to renewed efforts to support staff and their development;
- the importance of appropriate investment in infrastructure, processes and systems.

The *Maynooth University Strategic Plan 2018-22* sets out the mission, vision and values of the University in the following terms:

Mission/ Purpose: Maynooth University is a public research university dedicated to people, ideas and culture, a scholarly community working together to inquire and discover, teach and learn, create, conserve, disseminate and apply knowledge, and engage with the challenges that face modern society; through all these things in combination, we are central to innovation, economic growth, social development and cultural vibrancy, and are essential to a free, open, equal, democratic and sustainable society.

Vision: Maynooth University will further advance its international standing as a leading research university, with a vibrant postgraduate community, a distinctive undergraduate provision, a comprehensive and ethical approach to internationalization, and a commitment to engaged research and teaching; we will be recognized as a national leader in equality and diversity, an excellent place to learn and work, an inclusive community where students and staff can flourish, and as making a unique contribution to the national system of higher education and the public good.

Values: Maynooth University is committed to the following values: scholarly rigour; academic freedom; integrity and ethical behaviour; collegiality, transparency and trust; equality, inclusiveness and social justice; operational excellence and organizational flexibility and responsiveness; and dignity, respect and care for the individual.

MU has set itself thirteen goals for the period 2018-22:

- to further enhance its reputation as a research university of international significance, and secure our future standing, through **focused investment in research capacity** in a number of priority areas, a commitment to both fundamental and engaged research, and by empowering our staff and students to bring their collective creativity to bear on major societal challenges.

- to extend and enhance its portfolio of **postgraduate programmes** ensuring an excellent advanced education that challenges our students and enables them to develop the intellectual skills and agility to succeed in a broad range of rewarding careers.
- to realise the full potential of the new Maynooth University **undergraduate curriculum** to deliver the best university education in Ireland, by providing a unique, diverse, and intellectually challenging programme portfolio and learning environment, and offering new fields of study and subject combinations, to equip our students for work, life and engaged citizenship.
- to ensure that the **quality of the student experience** and engagement between staff and students are enhanced as the University grows.
- to be a truly international university, adopting a **comprehensive and ethical approach to internationalisation** with high levels of international mobility for students and staff, strong global partnerships, and a vibrantly international and intercultural campus.
- to build on its achievements to date and become a **model university for equality, diversity, inclusion and inter-culturalism**, where social justice, addressing inequality and empowering people are central to its mission.
- to offer sector-leading support to staff in the continued development of their **teaching and learning practice** at all levels of education from undergraduate to doctoral.
- to position an innovative **arts and culture** programme as central to the life of the University, animating the campus and the wider region.
- to be an **excellent place to work** because of the opportunities provided for scholarly and professional development in a diverse and inclusive culture.
- to support research, teaching, engagement and institutional effectiveness by promoting **operational excellence and digital transformation** throughout the University.
- to further develop **quality, planning and financial management** processes to support growth, development and innovation, and to ensure success and build public trust through **good governance.**
- through the implementation of a campus master plan and capital development programme, to provide a **vibrant sustainable campus environment**, rich in learning, culture, heritage and nature, with modern inclusive facilities and infrastructure commensurate with the needs of a growing community of students, staff and visitors.
- to project a clear and accurate understanding of the activities and **value of the University**, and ensure that alumni and friends of the University remain connected and are motivated to support the institution.

Governance and Management structures

Maynooth University is committed to operating best practice in all aspects of corporate governance. In practice it conforms to the principles set out in "*Governance of Irish Universities 2012*" Each year the University prepares a Statement of Governance and Internal Control which is approved by the Governing Authority as the primary process to assure the highest standards of governance.
The University has established governance structures in accordance with the Universities Act 1997 and its own Statutes.

Governing Authority: The Governing Authority is the primary governance body of the University and has responsibility for the strategic direction of the University, the management and administration of its revenue and property and the general conduct of its affairs; specifically, under the *Universities Act, 1997* "the functions of a university shall be performed by or on the direction of its governing authority". A key responsibility of the Governing Authority is to agree a multi-year strategic plan for the University prepared by the President. It is responsible for overseeing and reviewing progress reports on the implementation of the Plan, and for establishing to its satisfaction that the University is in compliance with all statutory obligations applicable to the University that may be set out in legislation governing the establishment of the University or in other relevant legislation.

The composition of the Governing Authority is determined by legislation and statute. The fifth Governing Authority of Maynooth University includes 30 members, and an independent Chairperson. currently Baroness Nuala O'Loan DBE who was appointed in December 2010.

One-half of the membership is drawn from outside of the University and includes representatives of the business community (1), the trade unions (1), St. Patrick's College Maynooth (3), former graduates (2), the National University of Ireland (2), nominees of the Minister for Education and Skills (2) and four others nominated by the President. The internal membership comprises three *ex officio* senior officers (the President, Vice-President Academic, and the Bursar), six elected members of the academic staff (two Professors and four others), elected representatives of the administrative, technical and professional staff (2), elected officers of the student union (3) and one postgraduate student.

The Governing Authority meets six times each year. It is supported by five standing Committees:
- Finance, Human Resources and Development Committee,
- Audit and Risk Assessment Committee,
- Remuneration Committee,
- Equality, Diversity and Interculturalism Committee,
- Coiste Gaeilge na hOllscoile,
- Quality Committee

The Equality, Diversity and Interculturalism Committee, Coiste Gaeilge na hOllscoile and the Quality Committee are each joint committees of the Governing Authority and Academic Council.

Academic Council: The Academic Council is the academic authority of the University and draws its membership entirely from the academic staff, students and academic support services staff of the University. Academic Council, subject to the financial constraints determined by the governing authority and to review by that authority, controls the academic affairs of the University, including the curriculum of, and instruction and education provided by, the University. The functions of the academic council include:

- to design and develop programmes of study,
- to establish structures to implement those programmes,
- to make recommendations on programmes for the development of research,

- to make recommendations relating to the selection, admission, retention and exclusion of students generally,

- to propose the form and contents of statutes to be made relating to the academic affairs of the University, including the conduct of examinations, the determination of examination results, the procedures for appeals by students relating to the results of such examinations and the evaluation of academic progress,

- to make recommendations for the awarding of fellowships, scholarships, bursaries, prizes or other awards,

- to make general arrangements for tutorial or other academic counselling,

- to perform any other functions, not in conflict with this Act, which may be delegated to it by the governing authority, and

- to implement any statutes and regulations made by the governing authority relating to any of the matters referred to in this subsection.

The membership of the Academic Council is defined by the University Statute and has approximately 70 members, including the President (Chairperson), Vice-Presidents, Deans, Heads of Departments and Schools, Professors (some *ex officio* and some elected), academic staff elected from Faculties, three students, and other *ex* officio members. The membership will be reviewed in autumn 2018.

The President is the Chairperson of the Academic Council, and it meets on six occasions during the academic year. It is supported by the following standing Committees and Boards:

- Teaching and Learning Committee
- Academic Programmes Committee
- Research Committee
- Graduate and International Education Committee
- Academic Staff Committee
- Honorary Degrees Committee
- Campus Life Committee
- Postgraduate Scholastic Funding Board
- Examination Appeals Board
- Academic Discipline Board.

Faculties and Departments: The 28 academic departments / schools are organized into three Faculties: Arts, Celtic Studies and Philosophy, Social Sciences and Science & Engineering, Table 2. The academic leadership for each Faculty is provided by a Dean who is also a member of the University Executive. The Faculties are *de facto* standing committees of the Academic Council to which a limited number of powers are devolved. In addition, they and the other Committees of the Academic Council provide an important forum for consultation and deliberation on strategic proposals prior to decision making by the statutory bodies.

Table 2: Academic departments and schools in each Faculty

Faculty of Arts, Celtic Studies and Philosophy	Faculty of Social Sciences	Faculty of Science & Engineering
Ancient Classics Celtic Studies English History Media Studies Music Modern Languages, Literatures and Cultures Philosophy	Adult and Community Education Anthropology Applied Social Studies Design Innovation Economics, Finance and Accounting Education Froebel Department of Primary and Early Childhood Education Geography International Development Law Business Sociology	Biology Chemistry Computer Science Electronic Engineering Experimental Physics Mathematics and Statistics Psychology Theoretical Physics

Research Institutes and Centres: There are three types of research units in the University:
1. Maynooth University Research Institutes
2. Designated Research Centres
3. Local Research Groupings and Centers within individual academic departments, or established jointly by two or more departments.

Table 3: Maynooth University Research Institutes and Designated Research Centres

Maynooth University Research Institutes	MU Designated Research Centres
• Maynooth University Social Sciences Institute (incorporating the National Institute for Regional and Spatial Analysis (NIRSA) and the National Centre for Geocomputation (NCG) • Maynooth University Hamilton Institute (applied maths, communications, AI, incorporating IMWS) • Maynooth University Arts and Humanities Institute (incorporating Centre for Digital Humanities) • Maynooth University Institute for Human Health (incorporating the Institute for Immunology.	• ICARUS Climate Research Centre • Innovation Value Institute – a government Technology Centre focussed on digital business innovation • Centre for Ocean Energy Research • Assisting Living and Learning Institute

Leadership and Management: The President is the principal academic and administrative officer of the University, and is responsible to the Governing Authority for the management and direction the University in its academic, administrative, financial, personnel and other activities. The current President Professor Philip Nolan took up office in August 2011 for a ten-year period. The President is supported by a University Executive team which includes the Vice-President Academic/Registrar and Deputy President, the Vice-President for Research and Innovation; the Deans of the three Faculties, the Dean of Teaching and Learning, the Dean of Graduate Studies and the Dean of International Affairs, the Director of Human Resources, the Bursar/Secretary; the Chief Information and Innovation Officer, and the Vice-President for Estates and Capital Development.

Maynooth University Approach to Quality

Maynooth University places quality as a central concept in its vision to *"further advance its international standing as a leading research university"* (Maynooth University Strategic Plan 2018-2022). An all-pervasive commitment to quality and excellence in the activities undertaken by the University requires sustained efforts to strive for the highest standards. It also requires on-going systematic self-monitoring, evaluation and organizational learning. Maynooth University has a long tradition of formal reviews of its approaches to supporting quality. It pioneered the introduction in Ireland of departmental quality reviews in 1996, and in 2009 it was the first university to undergo an institutional quality review under procedures devised by the Irish Universities Quality Board that had been established in 2006.

Guided by the first university policy statement on quality assurance and enhancement approved by the Academic Council in October 2009, learning from the experience of cycles of quality enhancement reviews, and cognizant of on-going national and international discourses, a Maynooth University Framework for Quality Assurance and Enhancement was developed and adopted by the Governing Authority and Academic Council in June 2016. The Framework sets out the University's overall policy on internal quality assurance and enhancement. It recognizes that the concept of quality may have different meanings for different functional areas in the University and it emphasizes a commitment to comprehensive, open and inclusive processes that are effective, fully aligned with the mission and strategic objectives of the University and which also enable the University to demonstrate compliance with both statutory based national objectives and European standards.

In practice, quality assurance and quality enhancement in Maynooth University are supported through a combination of university-wide policies and procedures implemented on an on-going basis, and periodic reviews of units and programmes of the University. From time-to-time, specific thematic reviews may be undertaken to assist in designing initiatives for improvement, for example the comprehensive review of the undergraduate curriculum that was undertaken in 2013. The implementation of all quality related activities normally involves participation by staff, students, internal and external stakeholders and peer review groups comprising internal and external members, and utilising evidence based methodologies. The MU Framework for quality was considered and approved by QQI at the 2016 Annual Dialogue Meeting. It has become the standard reference document for internal quality reviews in the University.

Relationship with External agencies

Maynooth University has formal relationships with a wide range of external agencies. The Department of Education and Skills, the Higher Education Authority to which it formally reports on an annual basis, and Qualifications and Quality Ireland to which it also reports annually, are the primary channels of external accountability.

The University also has significant relationships with:
- national research funding agencies, including Science Foundation Ireland, the Irish Research Council and the Health Research Board;
- Enterprise Ireland and the IDA;
- a significant number of EU bodies;
- a range of government departments, agencies and public bodies;
- local and regional authorities, and in particular Kildare and Meath County Councils and the Mid-East Regional Authority;
- the Regional Skills Forum and the National Skills Council;
- Kildare Chamber of Commerce;
- the Defence Forces and An Garda Síochána (national police service);
- the Irish Universities Association;
- the European Universities Association;
- the National University of Ireland;
- over 170 enterprise partners
- a significant number of civil society organisations.

Appendix A: Selection of key performance indicators for Maynooth University

Enrolment Profile	2012/13	2013/14	2014/15	2015/16	2016/17
Total student headcount	9807	10028	10616	11279	12088
Total student FTEs	8206	8597	9185	9756	10432
Undergraduate degree FTEs	6134	6506	7074	7524	8074
Taught postgraduate FTEs	1066	1119	1103	1145	1246
Research postgraduate student FTEs	430	411	403	399	412
Postgraduate FTE as % total	18.2%	17.8%	16.4%	15.8%	15.9%
Students not Irish by Domicile (Headcount)	675	847	1003	1070	1094
Staff	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Total staff FTEs	845	858	875	876	925
Academic staff FTEs	311	338	355	368	402
Research staff FTEs	143	112	109	109	98
Administrative, professional & technical staff FTEs	391	408	411	399	424
Finance	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Total Income (€ 000s)	97,001	99,591	106,685	119,174	
Total research income (€ 000s)	19,173	18,864	15,958	23,148	
State grant as % of total income	28.1	27.7	22.0	20.6	
Student fees as % of total income	61.9	63.7	64.0	63.0	
Other income as % of total income	10.0	8.6	14.1	16.2	
Infrastructure	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Gross academic area (sq.m)	76,368	77,986	84,941	92,941	97,306
Gross academic area per student FTE (sq. m.)	8.6	8.5	8.6	9.1	8.9
note: total income excludes pension and amortisation					