



Education
Transforming Lives



STRATEGIC PLAN 2021-26

'Quasi Stellae Fulgeant' (Daniel 12:3)

'That you may shine like stars'





Our Vision is to be a distinctive voice in enabling a just, sustainable and transformative education for all.

To read more about our vision go to page 20.

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Education Transforming Lives

Walking in the grounds of MIE you are immersed in beautiful green spaces, and surrounded by buildings rooted in history. The commitment to valuing, promoting and investing in the staff, students and alumni is palpable. Prioritising the wellbeing of both staff and students in tandem with a quality educational experience is critical at MIE. In response to the recent changes in our global environment, MIE has embraced new modes of teaching, learning and engagement, harnessing our agility and reimagining our future. We promote criticality amongst our staff and students, to reimagine our future in an ethical, sustainable and engaging way.

In the current environment, it is timely for MIE to respond to society with a renewed commitment to excellence in education for all. The ambition is to inspire in our staff, students and alumni a commitment to social justice, inclusion, sustainability and transformation in education settings, partnering relationships and the broader educational landscape.

The ability to respond and inspire can only be enabled by Trust. Trust is central to all relationships, partnerships and collaborations that we commit to, and we have used it to symbolise our five strategic priorities.

TEACHING	RESEARCH	UNIVERSAL ACCESS	SUSTAINABILITY	TECHNOLOGY
PRIORITY	PRIORITY	PRIORITY	PRIORITY	PRIORITY
<p>We will provide a holistic educational experience for students, fostering critical thinking, compassion, agency, resilience, and communicative competence</p>	<p>We will enhance our research infrastructure by building a supportive community to stimulate excellence in relevant and applied educational research</p>	<p>We will promote access to education for all and prioritise projects and initiatives that achieve a more egalitarian, compassionate and equitable society</p>	<p>We will engage in sustainable practices in every aspect of campus life and embed teaching and learning for sustainability in our curriculum</p>	<p>We will evolve and adapt through engaging critically and creatively with developments in digital education</p>

Introduction

MIE is a higher education institution with a singular focus on education. For more than 100 years, students at MIE have learned how to become teachers; practising teachers have refined their skills and specialties through post-graduate courses and our researchers have deepened our understanding about education, its practice and impact.

Our motto at MIE, ‘Quasi Stellae Fulgeant’ (Daniel 12:3) translates as ‘That you may shine like stars’, and celebrates the life-enhancing and transformative potential of teachers and educators.

Today MIE provides programmes for students who want to teach in primary level schools, in early years’ settings, in second-chance and further education, or in a wide variety of informal environments. We know their experience at MIE will transform them, and they in turn will transform the experiences of their own pupils. At MIE students and staff support one another, and are imbued with a tradition of care through education. The result is that MIE graduates are highly sought after, they are committed to offering education to all, and they wish to educate rather than simply teach. Our Strategic Plan 2021-2026 is a renewed commitment by MIE to deepen and enrich the education and learning experience, and to further promote MIE’s excellence in pedagogy (approaches to teaching and learning) and preparing professional educators in a wide range of educational settings.

As we devised and developed this Strategic Plan, the COVID-19 pandemic disrupted the life, work, culture and experience of staff and students. This sharpened our purpose and ambitions and intensified our awareness of how interconnected the world is, and it has reinforced the importance of providing a just, sustainable and transformative education experience at MIE.

Building on the inspiration of Blessed Edmund Rice, MIE already has a global and inclusive perspective, and with this Strategic Plan we seek to broaden our perspective further in the coming years, while remaining true to our core values and guiding principles.



For the period 2021 to the end of the academic year in 2026, we have re-articulated our mission, vision and values, emphasising ourselves as trusted partners and educators, who focus on dignity and inclusivity, consistently seeking to promote an enriching learning experience, and to influence the education system for the better.

Our Guiding Principles, which have helped us to maintain our identity, purpose and priorities through recent unsettling times, remain in place and are the foundation of all our actions.

Throughout the Strategic Plan 2021-2026, there is a clear focus on building capacity, through participation and meaningful engagement for both staff and students.

The opportunities afforded to MIE as a specialised, innovative and responsive Institute, allow us to build on the reputation for excellence attained by the college and our graduates over decades, and provide a springboard for us to transform how we prepare educators for multiple sectors, enabling them to become lifelong learners, articulate educators, and caring professionals in their chosen sector.

During the period of this Strategic Plan, MIE will expand the range of programmes offered, to further meet the educational needs of society. We will promote the internationalisation of our programmes to ensure that our staff and students bring a global lens to their work. It will also be a time when we commit to a new and exciting phase of educational research activity and focus on strengthening our partnerships nationally and internationally.

The Strategic Plan 2021-2026 and its efficient delivery will ensure that MIE staff and students are

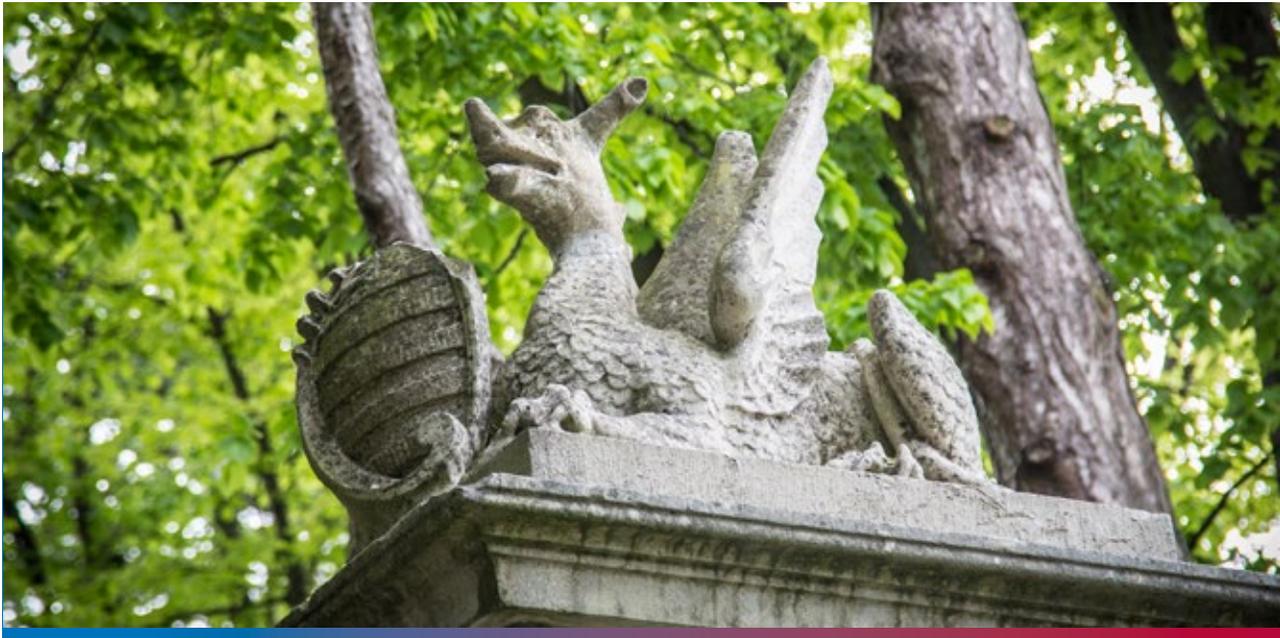


prepared to be professional, global educators and leaders, who are committed to providing a holistic education in all its forms, are ready to empower those they educate, are equipped to reimagine and reframe the future of education nationally and internationally, and are mindful of how we live and learn in the world around us.

This Strategic Plan 2021-2026 is from and for our community. Developed over the course of 18 months and led by a Strategic Planning Committee representing all the staff, the Plan emerged from an extended process of engagement and consultation with MIE's students, staff, governors, trustees and a wide range of MIE's stakeholders. We are indebted to all who have participated in the consultation phase.

The collaboration and partnership by the staff in informing and forming this Plan will contribute to the sustainability of the Strategic Plan into the future, and ensure that it remains a living document.





About Marino Institute of Education

Marino Institute of Education (MIE) is a teaching, learning and research community. We have a long and proud involvement with education, specifically initial teacher education (ITE) or 'teacher training', stretching back over 100 years, and we are committed to promoting inclusion and excellence in education.

Our story began in 1905 with the establishment of a Christian Brothers Educational Research & Resource Training Centre in Dublin, which in 1929 was recognised as a Teacher Training College. In 1976, we formed an association with Trinity College Dublin, when the first intake of lay students registered for the Bachelor in Education (B.Ed.) course.

In July 2011, this relationship was further strengthened when MIE was placed under the joint trusteeship of the Congregation of Christian Brothers European Province and Trinity College Dublin, the University of Dublin (Trinity). As an Associated College of Trinity, our academic programmes are validated, quality assured and accredited by Trinity College Dublin, and MIE and Trinity work together on research and approaches to teaching.

BY JUNE 2026, WE WILL ENSURE THAT:

Our learners will enjoy an inclusive learning environment, with sustainable education at the heart of their curricula, where they are encouraged to take a global perspective in all they do, and are prepared to be inspiring educators for all within a rapidly changing world.

Our vibrant, talented and dedicated community of staff will be supported to grow and flourish, to work with a unity of purpose, to respond creatively to emerging societal needs in the design of new programmes, to engage in impactful research, to build relationships and to exercise their voice in national and international education development.

Our Institute has the confidence to build on our strengths within a global environment, to focus our energy and resources on seizing the many opportunities that are afforded to us, and to ensure that the dignity of every person and our commitment to sustainable development underpin our decision-making.



COLLABORATIONS

MIE and Trinity will deepen collaborations on Initial Teacher Education (ITE)

CPD

Teachers will benefit from a wider range of postgraduate and Continuing Professional Development (CPD) courses at MIE

GREEN PROGRAMME

We will engage with the Green Campus Programme and reduce our carbon footprint at MIE

PROGRAMMES

We will continue to lead in the development and delivery of Irish-medium programmes

STUDENT PARTNERSHIP

We will establish a student partnership agreement and create a Sabbatical Officer position to represent the student body

INTERNATIONAL PARTNERSHIPS

MIE will have stronger international partnerships and a wide network of engaged alumni

SUSTAINABLE

All MIE staff and students will learn and live sustainable practices

OPPORTUNITIES

All MIE students will have opportunities for international placements

DIGITAL

We will ensure that digital approaches will permeate our courses and Institute practices

RESEARCH

We will develop a 5-year research strategy and enable the dissemination of MIE research



Foreword from the Chair



I am delighted to introduce the Marino Institute of Education Strategic Plan 2021–2026. The Plan was forged during the COVID-19 pandemic, and I would like to express the Governing Body’s gratitude to all those who contributed to its development under such challenging circumstances.



With change comes the responsibility for ethical governance and stewardship, and on behalf of the Governing Body, I look forward to working with MIE on the dynamic and exciting future that lies ahead of us.

The COVID-19 pandemic has challenged society broadly and education deeply, and it has ushered in a period of profound transformation where resilience, empathy and adaptability will be key to continued thriving.

This is reflected in the new five-year plan, which builds on the growth of MIE in previous years. It is ambitious in scope for a future where education transforms lives, it is supported by MIE's Guiding Principles and is designed to foster trust and partnership.

The Plan enhances the commitment at MIE to academic excellence in preparing the teachers of tomorrow.

It focuses on strengthening the culture of inclusion and diversity at MIE, and cementing partnerships with local, national and international communities and collaborators.

Woven throughout the Plan is a commitment to planet and people, and the coming years will see an increased focus at MIE on sustainability and international collaboration.

The Strategic Plan 2021-2026 was developed in wide consultation with students, staff, collaborators, educators and parents, and it reflects the commitment, courage and compassion of that community.

With change comes the responsibility for ethical governance and stewardship, and on behalf of the Governing Body, I look forward to working with MIE on the dynamic and exciting future that lies ahead of us.

Professor Linda Hogan

**Chair of the Governing Body,
Marino Institute of Education**

**Professor of Ecumenics,
Trinity College Dublin**

President's Welcome



Our Strategic Plan 2021-2026 is not just a plan, it is not simply a list of things to do. Nor is it merely a road map for the next five years. Rather, it is a commitment to not only build on the strengths of MIE established over many decades, but also, crucially, to bring a fresh dimension to our work.



Sustainability is one of our priorities on this journey. We recognise that our students need to experience an education that addresses sustainability, and they also see sustainability being modelled and practiced in the management and leadership of our Institute.

While we continue to put student learning at the heart of our activities at MIE, we are now also shifting our focus to ensure that student learning in and with the world is our priority. We want to prepare our students to have the agency and capacity to be sustainable learners, to be enablers of transformative education for others and to act as competent educators within a digital environment.

Sustainability is one of our priorities on this journey. We recognise that our students need to experience an education that addresses sustainability, and they also see sustainability being modelled and practised in the management and leadership of our Institute.

This shift in approach and lens means that learners – our staff, our students at MIE and the students they go on to teach in schools - develop their skills, purpose and judgement, become aware of the global dimensions of life, and can pursue just and sustainable development in all its guises.

MIE's reputation as an excellent provider of teacher education is premised on the fact that MIE's graduates are competent and adept practitioners, ready to begin their careers as professionals in schools and other settings. This commitment to enable our staff and students to be educational leaders in a rapidly changing environment is both exciting and challenging.

The goals in this document have come into focus through extensive consultation and in conversations with our Trustees, students, staff and wider community at MIE, including partner institutions, schools and parents of school students.

I am proud of the wide range of people involved and engaged in designing this visionary plan, in bringing it to being, and I thank the Strategic Plan 2021-2026 Committee for their hard work.

This is a plan of and for everyone at MIE and the community of which we are a part, and by working together on it, we will sow and reap benefits for education in Ireland and globally.

We recognise the enormity of the challenge, and we have the confidence and vision to engage and implement our goals, to bring our plan to reality. I am buoyed by shared excitement of living and breathing our communal goals and values as we implement them in the coming years.

Moving forward with confidence and energy...

Professor Teresa O'Doherty

President, MIE

Thoughts from our MIE Students' Union President



When creating this Strategic Plan for the future, the students and alumni of MIE have been involved through every step of the way, and this reflects that sense of community that we hold dear. In practical terms, the input from student and alumni focus groups has also allowed this Plan to meet the current demands of the education sector.



We are a college that focuses on education, and, regardless of where our students provide that education, the MIE emphasis is always on that of wellbeing of the child. Likewise, the Strategic Plan 2021-2026 has the benefit of MIE's current and future students to the fore. I am confident that, through this Plan, there will be a bright future for MIE.



A core element of MIE's identity is the sense of community that it offers. This welcoming feeling is created through the strong relationship that the staff at MIE have with their students.

Liam Heerey,
MIE Students' Union President
2020-2021

Reflections from the Strategic Planning Committee

It is our privilege as members of the Staff Strategic Planning Committee to have had input into this new Strategic Plan for the MIE. We are grateful to the MIE Leadership Team, and to Professor Teresa O’Doherty, for the opportunity to have a role in drafting such a seminal blueprint for the future of the Institute.

The Strategic Planning process was an Institute-wide collaboration that allowed the MIE staff to contribute, develop and engage with new opportunities for the future of the Institute, its staff and its students. The characteristics and philosophy behind the growth and success of MIE are clearly encapsulated in the Plan.

The entire staff and MIE community have been involved since the initial development of this MIE Strategic Plan 2021-2026, ensuring the unique MIE stamp is evident throughout.

Following all-staff working group sessions in spring 2020, a 14-member staff representative committee was then established, which comprised of a member from each academic department in addition to IT, the Library, Facilities and Conferencing, the Education Office, the Registrar’s Office and the Finance Office.

The Committee worked closely with Trevor Purtill and Professor Teresa O’Doherty to consider the various strategic development areas and actions. Despite the impact that COVID-19 had on face-to-face interactions, MIE staff continued to thrive and engage with the strategic planning process.

The major goal of this committee was to contribute to the draft shaping of the Plan. It also served as a useful avenue for ongoing two-way communication: staff representatives on the Committee would receive updates on the strategic planning process to date, feeding this information back to colleagues, while also raising queries on behalf of those colleagues in their respective departments. Each department has also held its own internal meetings to contribute to the planning process.



The members of the Strategic Plan 2021-2026 Staff Committee were:

Dr Maire Nuinseann

Dr Karin Bacon

Ian Blount

Ciara Reilly

Dr Sandra Austin

Julie O'Donnell

Claire Murphy

Mai Ralph

Dr Aiveen Mullally

Maureen McDonagh

Patrick Geary

Caoileann Ní Dhonnchadha

Maya Marcos

Dr Gerry O'Connell

MIE has always been an exemplar in teaching, learning and as a research-led community that strives to promote inclusion and excellence in education and this approach was visible throughout the Committee's work on the Strategic Plan. MIE's commitment to share our knowledge with others arises from the partnership between our staff and students. This partnership is at the very core of the MIE community, and the Strategic Planning Committee put it at the forefront of the Strategic Plan 2021-2026. By doing so, our aim is that the partnership will continue to benefit society, and positively impact public policy and life.



A photograph of three women standing outdoors in a lush, green garden setting. They are engaged in a conversation. The woman on the left is wearing a dark blue dress with white polka dots and glasses. The woman in the center is wearing a colorful, geometric patterned blouse. The woman on the right is wearing a dark, patterned sleeveless top. They are all smiling and looking towards each other.

MIE is such an exciting place to work and there's a wonderful sense of inclusion and community. In developing the Strategic Plan, the entire MIE staff and community came together to envision the future of Marino Institute.

Maureen McDonagh

The Strategic Planning process was an Institute wide collaboration that allowed the MIE staff to contribute, develop and engage with new opportunities for the future of the Institute, its staff and its students. The characteristics and philosophy behind the growth and success of MIE are clearly encapsulated in the Plan. The entire staff and MIE community have been involved since the initial development of this MIE Strategic Plan ensuring the unique MIE stamp is evident throughout.

Strategic Planning Group

Our Mission

Inspired by the Christian vision, Marino Institute of Education is a teaching, learning and research community committed to promoting inclusion, quality and excellence in education for the public good. The dignity and potential of each person and the pursuit of a just society and a sustainable planet are central to our life, work and service.

Our Vision

To be a distinctive voice in enabling a just, sustainable and transformative education for all.

Our Guiding Principles

Our seven Guiding Principles underpin all aspects of our institutional direction:

1	Be ecumenical and respectful of all faith communities
2	Provide a strong element of teacher education
3	Be supportive of the mission of Catholic education by articulating its ethos and by proposing models to implement it
4	Provide education programmes to encourage and empower the poor and disadvantaged
5	Build a community of learning which is person-centred, respectful of individual differences and accessible to people who are disadvantaged
6	Assist parents to fulfil the responsibilities of their role as educators
7	Respect all truth seekers and defend their right to pursue new knowledge wherever it may lead

These Guiding Principles form the basis of our joint trusteeship with Trinity College Dublin, and are informed by the values of Blessed Edmund Rice, particularly his vision of an inclusive and liberating education.

Expressing our Values

At MIE we take pride in our values. They are inherent across the mission, vision, goals and actions in this Strategic Plan, and our staff, students and alumni live and experience these values on a daily basis. The words below represent the values central to the work of MIE, as articulated by those who contributed to the MIE Strategic Planning process.



What we achieved during MIE's 2015–2020 Strategic Plan

During the period of the 2015-2020 Strategic Plan, MIE continued to thrive and expand. We added more educational programmes and we broadened the Institute's purpose to include courses across the educational life span, from early childhood studies to adult and further education.

Within this five-year period, our student numbers increased by 35%, with more than 1100 students registered in 2019-2020. More than 7% of these students came from 17 EU and non-EU countries, and almost one-third of all MIE's students were registered on postgraduate programmes.

Our staff numbers have also grown, and MIE now employs more than 100 full-time staff, balanced across academic and professional support departments.

The work of the Institute is further supported by a team of part-time staff, who provide a valuable

contribution to teaching and the supervision of student placements and research activities across all of our programmes.

As well as welcoming more students and staff, we also achieved many significant milestones at MIE between 2015 and 2020.

Building on our existing strong reputation for high standards and commitment to student engagement through our Bachelor in Science (Education Studies), Bachelor of Education and Professional Masters in Education (PME primary), we broadened the range and number of programmes being offered.

In September 2015, MIE enrolled its first students on the Bachelor in Science (Early Childhood Education), and the following year the Trinity International Foundation Programme (IFP), which had been developed in the context of Trinity's Global Relations strategy, was offered for the first time.

We also extended the suite of Masters in Education Studies (MES) programmes to include the MES in Leadership in Christian Education, the MES in Inquiry-Based Learning and the MES in Visual Arts. The first Quality Review of the Bachelor in Science (Education Studies) was successfully completed in 2019 and, in the same year, following a successful national tendering process, MIE was selected by the Department of Education (DoE) to provide the first primary level four-year teacher education degree to be delivered completely through the medium of Irish since the establishment of the State. The Baitsiléir san Oideachas tri Mheán na Gaeilge enrolled its first students in 2019-2020.





TEACHING RESEARCH TECHNOLOGY

Timeline of achievements 2015–2020

2015

- ✓ Certificate in Spirituality and Human Development introduced
- ✓ Research & Development Programme Manager appointed
- ✓ Bachelor in Science (ECE) begins with 25 students

2016

- ✓ Trinity International Foundation Programme begins
- ✓ Award of Funding under Erasmus+
- ✓ Re-launch of Website

2017

- ✓ 3 new MES programmes accredited
- ✓ EREBB Leadership Certificate launched
- ✓ Writer in Residence Appointed
- ✓ Successful EU funding project under Erasmus+
- ✓ Led the establishment of THRIECE project
- ✓ TOBAR Access to Teacher Education launched
- ✓ Migrant Teacher Programme launched
- ✓ Purchase of Westcourt student accommodation



2018

- ✓ Dublin Learning City Initiative launched
- ✓ Artist in Residence
- ✓ Designated Oifigeach na Gaeilge and Quality Officer appointed

2019

- ✓ Organisational Review completed
- ✓ Designated Data Protection Officer appointed
- ✓ Designated Student Engagement Office appointed
- ✓ Baitsiléir san Oideachas tri mheán na Gaeilge
- ✓ Institute's first Scéim Teanga
- ✓ Accreditation of the Bachelor of Science in Early Childhood Education by the Dept of Children and Youth Affairs
- ✓ Inaugural alumni awards presented
- ✓ Review of Bachelor in Science (Education Studies)

2020

- ✓ New Access Officer and Quality Officer appointed
- ✓ Commenced Trinity 'Linked provider' Quality Review
- ✓ COVID-19 Response Committee
- ✓ 1200 teachers undertook on-line summer courses
- ✓ 20 new scholarships offered
- ✓ Academic year semesterised



The Transformative Power of Education, Through a Modern Lens

The life-enhancing power of education has been the foundation of MIE for more than a century. The transformative potential of education remains the cornerstone of MIE and finds modern expression within the 2021-2026 Strategic Plan as follows:

- Our commitment to knowing our students, to working with them in a personal manner as partners in education, to enabling them to engage critically with their studies, and in preparing them to be a new generation of education leaders, with vision and compassion, gives MIE students a distinctive experience.
- Our commitment to excellence in teaching, learning and assessment prepares our graduates for an uncertain world, and to have the competence and confidence to flourish.



WE RECOGNISE OUR RESPONSIBILITY TO LEAD THE WAY WITH REGARD TO MODELLING SUSTAINABLE PRACTICE AND TO IMPACT EDUCATION FOR SUSTAINABILITY FOR FUTURE GENERATIONS

Strategic Planning Group

- Our commitment to transforming education empowers our students to critically and creatively integrate digital competence into their educational pedagogy. We encourage them to embrace the changing digital environment and to embed digital technologies to support their learners, whether in early childhood settings, schools or further education and training venues.
- Students at MIE engage in structured and sequential placements and their extended experiences in educational settings provides them with rich opportunities to develop their practice.
- Developing an inquiry stance is core to the preparation of educators who demonstrate agency, integrity, deliberative decision-making skills, and a clear professional voice. MIE is committed to focusing on applied research, which empowers teachers and education professionals, enables them to interrogate their practice, to value alternative perspectives and to engage in and with research, skills which are pivotal to professional learning.
- We recognise our responsibility to lead the way with regard to modelling sustainable practice and to impact education for sustainability for future generations. Our role as a respected teacher education provider obliges us to integrate sustainable development into our policies, environments, capacity-building of educators, the empowerment and mobilisation of young people, and local level action.
- We are committed to strengthening our partnership with students and to facilitating student engagement in self-directed and sustainable learning.

Deepening the Academic Relationship with Trinity

This year MIE and Trinity are celebrating the 45th anniversary of a formal academic relationship between the two institutes. The agreement to establish this relationship was signed in 1976 and our connection further developed in 2011, when Trinity joined with the Christian Brothers European Province, to become the joint co-trustees of MIE.

MIE and Trinity also collaborate in the field of teacher education and to formalise this ethos of collaboration, the School of Education, Trinity and MIE are planning to establish a shared Centre for Initial Teacher Education (ITE). This will create the opportunity to provide a coherent range of ITE programmes, from early childhood teacher education to adult and higher education teacher preparation.

Developing and establishing this centre of excellence in ITE will be an important feature of this Strategic Plan. By 2026, when we will celebrate 50 years since MIE became an Associated College of Trinity, we plan that the Centre will be in place and will be a recognised model of strategic partnership.

MIE seeks to enrich and deepen its academic relationship with the wider Trinity community, through innovative programmes in access, inclusion and Irish-medium education, as well as collaborative research projects. We seek to enhance the current collaboration with the Global Office in the provision of the International Foundation Programme, and will work towards identifying opportunities to work with a range of schools and departments across the University.

The Wider Landscape

Nurturing and deepening our role as trusted partners in education has been identified as one of the goals within this Strategic Plan. MIE seeks to nurture its relationship with the Edmund Rice Education Beyond Borders network and a wide range of educational partners in Ireland and beyond, to build new relationships with private and philanthropic organisations committed to promoting education. Informed by national and international policies, MIE will build international professional networks with like-minded institutions who are committed to engaging in innovative practices and to promote equity, well-being and high quality learning.

Our Staff Community

MIE has always been known for its sense of community and support. There is a recognition that all members of our staff community together contribute towards achieving the work of the Institute. Harnessing our agility and commitment to excellence, aligned with the expertise and quality of our staff will enable MIE in its further development and growth.





The past year on the PME and Tobar programme has been life changing. The Tobar programme has removed many barriers and has made becoming a primary teacher possible for me and other Traveller students. I have no doubt that over the next five years and through the goals of this strategic plan, primary teaching will continue to be within reach for many more members of the Travelling Community.

Annemarie Collins

Education Transforming Lives

The below graphic chart (as featured on page 5) is an acronym, which is an easy reference for the goals in the following pages. See the small coloured circles at the top of each Goal page to determine which TRUST symbol applies to that goal.



TEACHING	RESEARCH	UNIVERSAL ACCESS	SUSTAINABILITY	TECHNOLOGY
PRIORITY	PRIORITY	PRIORITY	PRIORITY	PRIORITY
<p>We will provide a holistic educational experience for students, fostering critical thinking, compassion, agency, resilience, and communicative competence</p>	<p>We will enhance our research infrastructure by building a supportive community to stimulate excellence in relevant and applied educational research</p>	<p>We will promote access to education for all and prioritise projects and initiatives that achieve a more egalitarian, compassionate and equitable society</p>	<p>We will engage in sustainable practices in every aspect of campus life and embed teaching and learning for sustainability in our curriculum</p>	<p>We will evolve and adapt through engaging critically and creatively with developments in digital education</p>

5 Priorities 10 Goals

We will realise our five strategic priorities through ten goals, which are of equal importance in this Strategic Plan.



Teaching | Research | **Universal Access** | Sustainability | Technology

1 We will affirm our Christian identity through education

6 We will nurture and deepen our role as trusted partners in education

2 We will cultivate a rich teaching and learning experience

7 We will broaden the international orientation of our work

3 We will advance quality Irish-medium education

8 We will promote sustainable education and practices

4 We will commit to excellence in applied research

9 We will underpin our evolving practices through digital technologies

5 We will promote access, equity and diversity in education

10 We will foster our strong community spirit

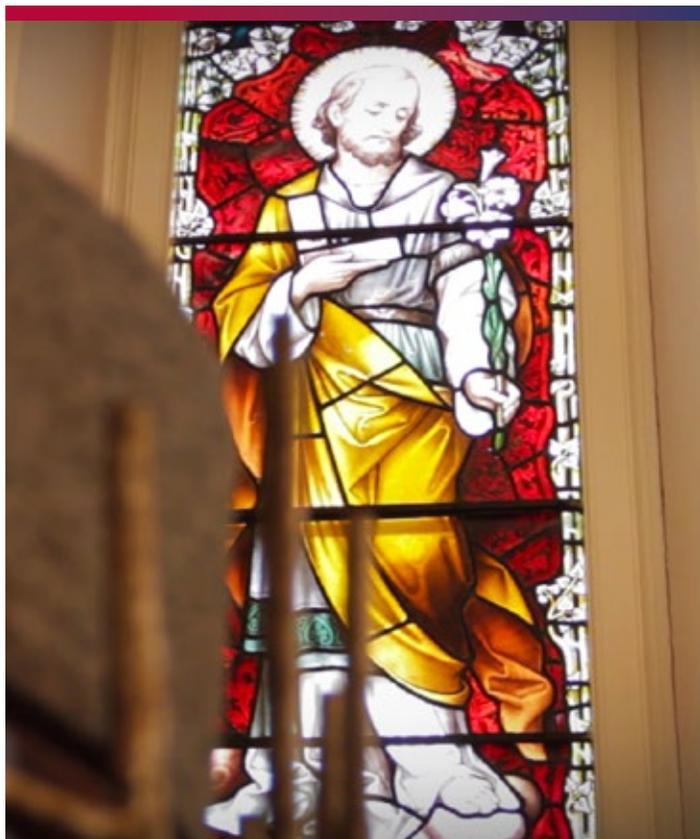
GOAL 1. We will Affirm our Christian Identity through Education



Guided by our Christian vision, our staff and students at MIE will have a sense of identity and of belonging to a community that fosters traits of inquiry, compassion and social contribution to all. Building on and valuing the history, tradition and inherited pledges to Christian values, we will support staff and students to ensure they are prepared to make a difference as respectful, inspiring, inclusive voices locally, nationally and globally.

To achieve this goal, we will:

- 1.01** Deepen links with our partners in Edmund Rice Education Beyond Borders (ERBB) and contribute to the global conversation on Christian Education
- 1.02** Become a member of national and international networks of Catholic Universities/Colleges and promote engagement with projects and programmes
- 1.03** Engage in ecumenical and inter-belief dialogue through our teaching and research
- 1.04** Develop the MES in Leadership in Christian Education, in an accredited blended/online format extending the global reach of the programme
- 1.05** Develop the Centre for Religious Education to extend the adult spirituality programmes available, with specific support for parishes with their education programmes



GOAL 2. We will Cultivate a Rich Teaching and Learning Experience



At MIE, we offer our students a holistic educational experience, building their criticality, agency, resilience, ability to communicate and social service. We are committed to supporting students to meet contemporary challenges. We will do this by guiding and challenging students through our research-informed, practice-focused programme of study. Our comparatively low staff student ratio (15:1) affords students the opportunity to work collaboratively and to deconstruct, reflect on, and expand their learning. Our students can participate in placements that build their confidence in forming their own judgements, problem-solving and responding to the evolving needs of learners. Our graduates are ready to engage as professional educators across a range of settings.

To achieve this goal, we will:

- 2.01** Continue to develop and reimagine academic programmes in line with research and national and international policy developments
- 2.02** Extend the range of programmes offered by the Institute to include doctoral programmes
- 2.03** Support staff to enhance student attainment and student success in higher education through research informed teaching and learning
- 2.04** Afford opportunities for students to become creative educational practitioners
- 2.05** Expand authentic learning and assessment experiences for students and implement strategies to promote academic integrity throughout the learning community
- 2.06** Embed quality reflection, inquiry and research in our programmes to build students' capacity to engage in and with research as a source of lifelong learning
- 2.07** Renew our teaching, learning and library facilities
- 2.08** Provide opportunities for staff and students to learn in nature

GOAL 3. We will Advance Quality Irish-Medium Education



We will continue to lead in the development and delivery of Irish-medium programmes, building on the Irish-Medium Bachelor in Education launched in 2019, the first such degree in the history of the State. At MIE, we cherish the multilingual environment we offer to staff and students and it is a strategic intention of ours to contribute to the development of vibrant Irish-speaking communities, ensuring access to high quality Irish-medium education to those who desire it. Reaching beyond the classroom setting, we will also seek to promote initiatives that celebrate Irish culture in a multicultural context.

To achieve this goal, we will:

- 3.01** Deliver on our commitment in the Scéim Teanga to be a bilingual campus, to ensure that Irish is a lived and living language within our social, cultural and educational community
- 3.02** Establish a Máistreacht Ghairmiúil san Oideachas Trí Mheán na Gaeilge (PME for primary level teachers)
- 3.03** Develop the provision of Early Childhood Education through the medium of Irish
- 3.04** Provide Irish-medium courses that support the wider education system and Irish language communities
- 3.05** Expand elective modules in the Irish Language within our programmes
- 3.06** Develop a dedicated Irish-medium research and resource hub, nurturing and expanding relationships with Irish-medium education sector
- 3.07** Establish a Leabharlann Teagaisc agus Taighde to showcase and create additional resources/publications that serve the needs of Irish language educational settings
- 3.08** Expand the all-Irish Residency Scheme and establish an Irish language social space (Seomra Caidrimh) on campus, to encourage the use of Irish as a living language

GOAL 4. We will Commit to Excellence in Applied Research



Building on a rich tradition of research-led and evidence-based education, we commit to moving the Institute into a new phase of research activity, characterised by an increased emphasis on applied research. An expanded research office will provide infrastructure to support this increased focus and underscore the importance of research within the Institute. Achieving this goal will ensure that MIE is responsive to developments on the educational research landscape and will in turn influence relevant policy and practice at local, national and global levels.

To achieve this goal, we will:

- 4.01** Develop a 5-year research strategy including the establishment of a number of dedicated research hubs
- 4.02** Increase MIE research exposure through hosting international conferences
- 4.03** Enable the systematic and ethical dissemination and communication of MIE research
- 4.04** Create research outputs in education including some in collaboration with the Centre for ITE
- 4.05** Provide specific support programmes to promote the development of early and mid-career researchers
- 4.06** Advance MIE's research capacity and infrastructure to support staff in scholarly work
- 4.07** Develop and extend library access and holdings to support researchers

GOAL 5. We will Promote Access, Equity and Diversity in Education



At MIE, we will prioritise projects and initiatives that seek to achieve a more egalitarian and equitable society. This goal is underpinned by our foundational commitment to the dignity of the individual and our pledge to promote social justice through education. In line with UN Sustainable Development Goal 4, we are called to ‘Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all’.

To achieve this goal, we will:

- 5.01** Further promote Dublin Learning City Festival, access initiatives and partner with further education settings to expand access initiatives, and students returning to full-time education
- 5.02** Embed Universal Design for Learning (UDL) in all programmes
- 5.03** Sustain and develop our commitment to programmes that aim to diversify the teaching profession, such as the Tobar Programme and the Migrant Teacher Project
- 5.04** Provide modules with social justice/global justice themes across programmes
- 5.05** Create an accredited course for people with intellectual and learning disabilities
- 5.06** Provide staff training and development on all areas of diversity and inclusion
- 5.07** Create and implement a plan to make the campus more accessible and inclusive
- 5.08** Increase diversity of our students and staff on campus and take steps to establish MIE as a Campus of Sanctuary
- 5.09** Set the foundation in place for attaining Athena SWAN recognition

GOAL 6. We will Nurture and Deepen our Role as Trusted Partners in Education



Partnership is core to the work of MIE. We will broaden the teaching and learning experience for staff and students by fostering strong, reciprocal relationships with parents, schools and early childhood settings, with further education, with placement partners and with education agencies. By engaging with partners, we will seek new opportunities to expand the range of activities. We value the ongoing the relationship with our designated awarding body, Trinity, and we seek to develop and deepen the relationship with the School of Education and the wider University. We aim to be a trusted voice that communicates to local, national and global society through the appropriate media platforms.



To achieve this goal, we will:

- 6.01** Strengthen engagement with our key stakeholders including Department of Education, Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) and other government departments, accrediting bodies, national agencies, patron and teacher bodies to maximise our impact on the Irish education landscape
- 6.02** Partner with non-governmental, philanthropic and commercial organisations that promote education
- 6.03** Create deep and reciprocal partnerships with schools and educational settings, locally, regionally and nationally, focusing specifically on placement partners
- 6.04** Enhance our communication and opportunities to liaise with school bodies with emphasis on supporting the growth and development of schools and teachers
- 6.05** Build on our relationship with our Programme for Access to Higher Education (PATH) partners and contribute to securing UNESCO recognition for Dublin as a City of Learning
- 6.06** Establish a Centre of Excellence in Initial Teacher Education, in association with the School of Education in Trinity
- 6.07** Deepen our academic relationship with Trinity and offer shared electives on the Trinity Education Programme (TEP)
- 6.08** Develop new partnerships and strengthen established links with our local community, cultural institutions and arts bodies on education related initiatives
- 6.09** Support families' engagement with their children's education
- 6.10** Communicate with wider society by promoting MIE staff as thought leaders on education topics

GOAL 7. We will Broaden the International Orientation of Our Work



In keeping with the legacy of the Edmund Rice community, we value the importance of global experiences for staff and students. At MIE, we will develop quality international networks and provide a range of inward and outward opportunities for mobility. In addition, we will provide international opportunities at home, drawing on relevant digital technologies and ensure education and decision-making are informed by an international perspective. This will enable us to foster the holistic development of future educators to be globally aware, active and engaged citizens. It will also build the capacity and enrich the experience of our staff.

To achieve this goal, we will:

- 7.01** Develop an ambitious and future-focused strategy for internationalisation and international collaboration
- 7.02** Identify and support innovative projects to extend international networks and partnerships and contribute to international education development
- 7.03** Increase opportunities for students and staff to avail of mobility and international development opportunities
- 7.04** Build on and expand our cross-border relationships with Teacher Education providers in Northern Ireland
- 7.05** Introduce an international strand option to our B.Sc. courses by 2026 where students can spend one year abroad as part of their studies
- 7.06** Increase the number of incoming study-abroad students through expanding our range of thematic short courses that can be offered as study abroad experiences for students and staff both virtually and in person
- 7.07** Internationalise our curricula to include guest speakers, virtual classrooms and collaborative projects
- 7.08** Increase funding sources to sustain and grow our international activities

GOAL 8. We will Promote Sustainable Education and Practices



At MIE, we engage in sustainable, participatory practices through all our activities, and we recognise that student and staff involvement is essential to realising this plan. MIE defines sustainability as ‘the integration of environmental and social equity concerns and practices to create healthy, thriving and diverse communities now and into the future that have a deep knowledge and understanding of their place in and interconnectedness with the natural world’. As an Institute that prepares future generations of educators, it is important that MIE not only engages in sustainable practices throughout our campus operations but also embeds teaching and learning for sustainability in all aspects of our curriculum so that our community gains the necessary knowledge and skills to demonstrate sustainable thinking and decision-making in the wider world.

To achieve this goal, we will:

- 8.01** Renew and invigorate MIE’s Sustainability Policy and implement an Action Plan
- 8.02** Ensure that UN Sustainable Development Goals and global citizenship are incorporated into the curricula of our programmes
- 8.03** Provide modules in Education for Sustainable Development across all programmes
- 8.04** Ensure that our students and staff are supported and equipped with the knowledge and skills which will support them to become change agents for sustainable development
- 8.05** Enable a team of student and staff advocates to lead sustainability initiatives in conjunction with the development of a campus-wide committee
- 8.06** Develop a roadmap to implement the Green Campus Programme
- 8.07** Create a campus development plan to ensure the continual improvement of our campus buildings in a manner that is sustainable and sensitive to the architecture and history of the site
- 8.08** Establish the carbon footprint of the Institute and initiate a strategy to reduce carbon emissions with definite timelines and actions
- 8.09** Enhance green spaces across campus to promote wildlife and biodiversity

GOAL 9. We will Underpin our Practice through Digital Technologies



At MIE, we are committed to providing quality education experiences. By building on the digital advances secured during the COVID-19 pandemic, we will embed appropriate digital technologies in how we teach, learn, assess and research. As we move towards digital competence, criticality, and efficacy for all members of staff and students, we will be informed by EU and national initiatives. Using technology in meaningful ways for teaching and learning, student teachers and educators can see how technology is used, be professionally resilient and innovative, and become role-models of good technological use in their future educational environments. Strategic use of technologies will allow access to education for global, mobile, and remote audiences.

To achieve this goal, we will:

- 9.01** Develop and implement a five-year digital plan
- 9.02** Incorporate instructional design across courses, building on sound pedagogical and universal design for learning principles
- 9.03** Enhance the digital competence of all staff through continuous professional development
- 9.04** Build in flexible approaches to teaching, learning, assessment, supervision and research
- 9.05** Ensure students can integrate digital technologies in a critical and creative manner in line with national and international policies
- 9.06** Use digital technologies to personalise the experience of students
- 9.07** Implement a dashboard for reporting key metrics and to further enhance the student information system
- 9.08** Streamline organisational support functions through the secure implementation of new technologies students

GOAL 10. We will Foster a Strong Community Spirit



Our values, mission and priorities at MIE are very much aligned with creating a sense of community and ensuring that the wellbeing of our students, staff and the wider MIE community is at the heart of all we do. We are committed to providing a community of care and compassion, where staff and students experience a sense of belonging, and feel safe, connected and supported. There is a recognition that the development and growth of MIE is deeply dependent on the quality and commitment of our staff. Our goal is to empower all members of the staff community to attain their full potential and enable that ethos to disseminate across the wider MIE community. MIE is committed to providing opportunities to all staff to participate in the rollout of the Strategic Plan 2021-2026 and ensuring that it is a living document.

To achieve this goal, we will:

- 10.01** Invest in staff development and provide pathways for growth and promotion
- 10.02** Provide training and professional development opportunities for students and staff that deepen understandings of partnership in practice
- 10.03** Develop communication channels that will enable connection and contribution by all members of our community
- 10.04** Promote the physical, mental and social health of the whole MIE community
- 10.05** Nurture MIE community spirit through social, cultural and sporting activities
- 10.06** Strengthen opportunities for student engagement across all domains of college life including teaching and learning, assessment, quality assurance, and governance
- 10.07** Establish a Student Partnership Agreement and promote student engagement
- 10.08** Enhance the integration of international, part-time and postgraduate students in college life
- 10.09** Strengthen connections with our alumni community
- 10.10** Create opportunities to engage with our neighbours and the wider community



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Strategic Implementation

This five-year Strategic Plan is an ongoing, living process. The goals and actions are not just statements, but will provide a guiding path for MIE for the future. It will take each member of the MIE community to commit to the intentions set out in this document and to remain adaptable to changing circumstances.

The successful delivery of this five-year Strategic Plan is supported with an implementation plan and associated framework. The implementation plan provides detailed actions, timeframes, responsibilities and milestones required to achieve each of the goals.

An implementation framework has been established to ensure the delivery of the commitments set out in the document. A Strategic Plan Steering Committee comprising of the Senior Leadership Team along with the Heads of Department will meet on a quarterly basis to assess progress. Regular staff forums will be convened to provide feedback on progress of initiatives. The Governing Body will be updated on progress throughout the process.

Key Factors Affecting Strategy & Implementation

Financial Sustainability and Resilience

MIE is a private charitable trust under the co-trusteeship of the Congregation of Christian Brothers in Ireland and Trinity College. MIE is partially funded by the Teacher Education Section of the Department of Education and relies on its capacity to generate other income streams in order to provide broader offerings from initial teacher education courses, courses in education studies, further education, and early childhood education alongside a range of master's programmes.

The recent establishment of the Department of Further and Higher Education, Research Innovation and Science (DFHERIS) and the proposed transition of MIE's funding to this new department has the potential to provide the Institute with new opportunities to apply for funding streams for which it is currently ineligible.

MIE's ability to maintain, generate and broaden its funding and income streams will be key to the successful delivery of our Strategic Plan.

Institute Development

MIE student enrolment has grown by 35% over the last five-year period, a trend we expect to continue. To sustain this rate of growth, MIE must invest in capital developments and ensure that the facilities on-site and virtually are adequate to meet the needs of increased student numbers.

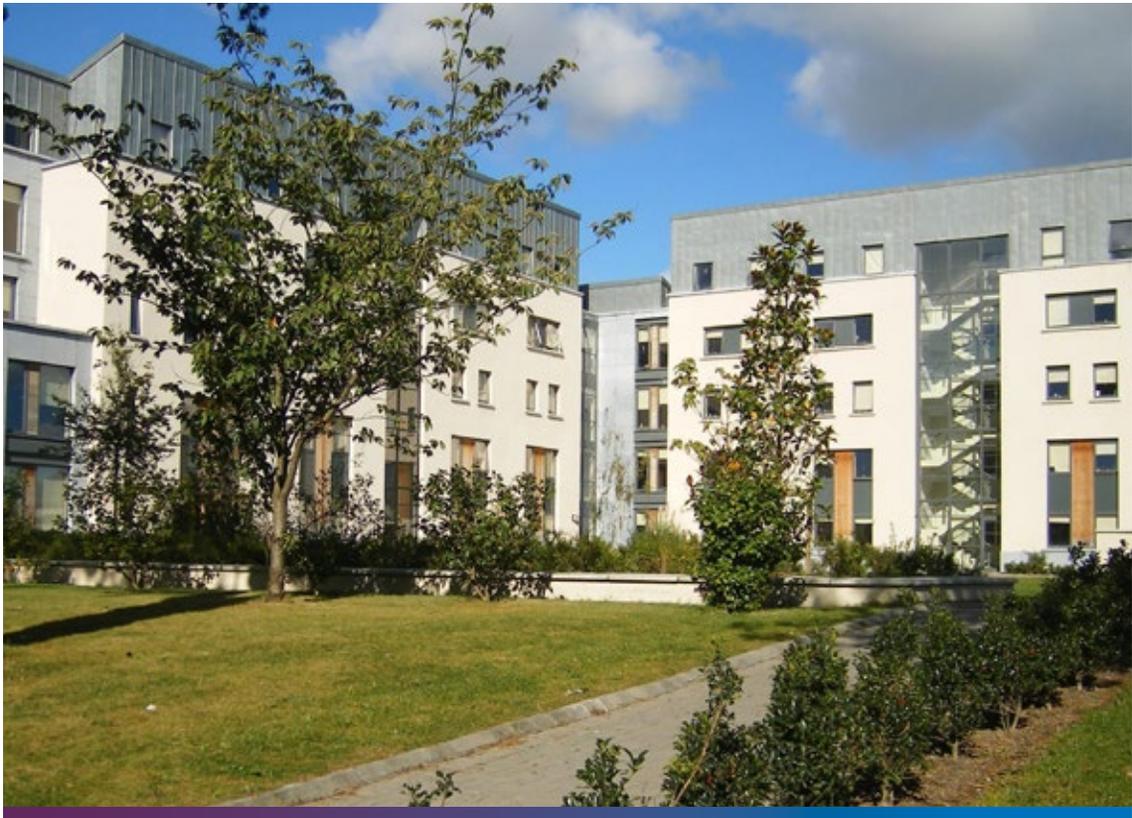
Quality and Assurance

MIE's Quality Assurance Procedures were approved by Trinity's Academic Council in September 2020. Trinity will engage in an Institutional Effectiveness Review of MIE's policies and procedures in 2022. In addition, MIE's ITE programmes will be reviewed for accreditation by the Teaching Council in 2023. As an Associated College of Trinity, MIE has a commitment to quality, and the Institute strives

for continuous improvement through honest, transparent and critical reflection of all activities undertaken in the pursuit of our mission. Such review processes require significant investment of resources, but are essential to demonstrate that all procedures are fit for purpose and compliant with legislation, regulation and good practice.

Marketing and Communications

The development of a communications strategy is pivotal to ensuring that MIE can raise the profile of its academic achievements through increased coverage in the media as appropriate. Enhancing the effectiveness of the communication of research and programmatic successes will attract new students and enable the establishment of international partnerships. It will also re-establish connections with the Institute's proud alumni community.





When you walk around Marino Institute of Education (MIE) you are always struck by the beauty of the space and it is no surprise that the Campus has a wonderful history dating back hundreds of years, even before St Mary's was built. The current Campus is on part of Lord Charlemont's old Marino Estate. The Dragon Gates and some of the gorgeous mature trees actually date back to the 1750's and give us a tangible link to that era.

Ciarán Fogarty

Consultation Process

As a sign of our commitment to engaging with stakeholders during this five-year period, we consulted with a wide group of stakeholders.

MIE issued 75 direct invitations to external stakeholders from 66 organisations to consult on developing MIE's Strategic Plan 2021-2026. In tandem with this targeted consultation, the Institute posted a note on its website and placed an advertisement with InTouch magazine inviting submissions from interested persons or organisations.

A significant number of internal staff workshop sessions were conducted using the staff consultation methodology developed during the summer of 2020. In total, 36 staff members engaged in a number of focus group meetings. From September, a Strategic Planning Committee was convened, comprising 11 representatives: one from each of the five academic departments, and a representative each from IT, the Library, the Registrar's Office, Finance, Conferencing & Facilities, and the Education Office. This Committee has met regularly, and has ensured that the Strategic Planning process has remained a live topic of discussion within each department.

Representatives from each student class and cohort were selected randomly and invited to participate in focus groups. In addition, several alumni focus groups were also convened. At different stages, the Governing Body engaged in workshops relating to the priorities for the Institute and the evolving development of the Plan. Ceannairí na Ranna also played a pivotal role in the process.

The input from all stakeholders has been invaluable to the process and outputs. Included in the list below are the stakeholders consulted during this process:

- An Chomhairle um Oideachas Gaeltachta agus Gaelscolaíochta
- An Roinn Oideachais/DoE
- Bridgewater State University
- Catholic Primary School Management Association
- Disability Service, Trinity College Dublin
- Dublin City University
- Dublin Cemeteries' Trust (Glasnevin)
- Edmund Rice Development
- Edmund Rice Schools Trust
- Educate Together
- Education & Training Boards Ireland
- Exchange House Ireland National Travellers Service
- Gaeloideachas
- H2 Learning
- Higher Education Authority
- Irish Learning Technology Association
- Léargas
- Learnovate Centre
- Mary Immaculate College
- Maynooth University
- National Association of Principals and Deputy Principals
- National Council for Curriculum and Assessment
- National Parents Council
- Northside Partnership
- Professional Development Service for Teachers
- Royal College of Surgeons in Ireland
- School of Dentistry, TCD
- St. Mary's University College Belfast
- The Association for Higher Education Access & Disability
- Education Support Centres Ireland
- The Centre for Cross Border Studies
- The Irish National Teachers' Organisation
- The Irish Primary Principals' Network
- The Standing Conference on Teacher Education, North and South
- The Teaching Council
- Trinity Access Programme
- Tusla - Child and Family Agency
- Union of Students in Ireland
- Vice-President Global Relations, Trinity College Dublin



List of Acronyms and Abbreviations

B.Ed. Bachelor in Education

B.Sc. Bachelor of Science

DFHERIS Department of Further and Higher Education, Research, Innovation and Science

DoE Department of Education

IFP International Foundation Programme

IT Information Technology

MIE Marino Institute of Education

MES Masters in Education Studies

PATH Programme for Access to Higher Education

PME Professional Masters in Education

SU Students' Union

TEP Trinity Education Programme

Trinity Trinity College Dublin, the University of Dublin

UDL Universal Design for Learning

KEY TAKEAWAYS 2021-2026

Our Mission

Inspired by the Christian vision, Marino Institute of Education is a teaching, learning and research community committed to promoting inclusion, quality and excellence in education for the public good. The dignity and potential of each person and the pursuit of a just society and a sustainable planet are central to our life, work and service.

Our Vision

To be a distinctive voice in enabling a just, sustainable and transformative education for all.

Our Guiding Principles

Our seven Guiding Principles underpin all aspects of our institutional direction:

1	Be ecumenical and respectful of all faith communities	5	Build a community of learning which is person-centred, respectful of individual differences and accessible to people who are disadvantaged
2	Provide a strong element of teacher education	6	Assist parents to fulfil the responsibilities of their role as educators
3	Be supportive of the mission of Catholic education by articulating its ethos and by proposing models to implement it	7	Respect all truth seekers and defend their right to pursue new knowledge wherever it may lead
4	Provide education programmes to encourage and empower the poor and disadvantaged		

EDUCATION TRANSFORMING LIVES

Strategic Priorities

T	R	U	S	T
TEACHING	RESEARCH	UNIVERSAL ACCESS	SUSTAINABILITY	TECHNOLOGY
PRIORITY	PRIORITY	PRIORITY	PRIORITY	PRIORITY

Our Goals

1

We will affirm our **Christian identity** through education

2

We will cultivate a rich **teaching and learning experience**

3

We will advance **quality Irish-medium education**

4

We will commit to **excellence in applied research**

5

We will promote **access, equity and diversity** in education

6

We will nurture and deepen our role as **trusted partners in education**

7

We will broaden the **international orientation** of our work

8

We will promote **sustainable education and practices**

9

We will underpin our **evolving practices through digital technologies**

10

We will foster our **strong community spirit**





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