



MIC Annual Report

Academic Year 2022-2023

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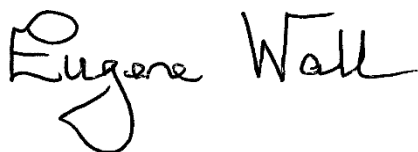
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Foreword by College President

As President of Mary Immaculate College, I am pleased to present this annual report, reflecting on the past year's achievements, challenges, and our vision for the future. Our college community has continued to demonstrate resilience, innovation, and commitment to excellence, making significant strides across all areas of academic and institutional life.

This report aims to provide a comprehensive overview of the key activities, developments, and accomplishments at Mary Immaculate College over the past year. It serves as a record of our progress and a guide for future initiatives.

As we have emerged from the pandemic conditions triggered by COVID-19 and the unprecedented challenges associated with this, the academic year has been marked by significant milestones in academic excellence, infrastructure development, and community engagement. Despite ongoing global challenges, our faculty, staff, and students have continued to thrive, maintaining MIC's reputation as a leading institution in education and the liberal arts.

A handwritten signature in black ink that reads "Eugene Wall". The signature is written in a cursive style with a large, stylized initial "E".

Professor Eugene Wall, President

1. Introduction

Academic Year 2022-2023 has been one of significant progress and achievement for Mary Immaculate College (MIC). This report provides a comprehensive overview of the key developments, milestones, and initiatives undertaken by the College. Our community of faculty, staff, and students has shown remarkable resilience, dedication, and innovation in navigating both challenges and opportunities. MIC continues to build on its strong foundation, reinforcing its commitment to academic excellence, community engagement, and global collaboration.

Key highlights of the year include the successful implementation of new academic programmes, progress in campus development projects, and the strengthening of international partnerships. Additionally, MIC's commitment to social justice was exemplified through various initiatives, including the awarding of the McAuley Medal and the College of Sanctuary campaign.

2. Governance

Trustees

The Trustees have provided overall guidance and oversight as regards the mission and ethos of the College throughout the year, ensuring that MIC remains aligned with its founding vision and traditions. Their leadership has been instrumental in navigating challenges and seizing opportunities in an ever-evolving higher education landscape.

The Trustees for this period were as follows:

- Most Rev. Brendan Leahy
- Dr Áine Lawlor
- Mr Richard Leonard
- Dr Marie Griffin
- Sr Frances Minahan RSM
- Sr Angela Hartigan RSM
- Most Rev. Kieran O'Reilly
- Most Rev. Raymond Browne
- Mr Sean Burke

The Trustees met on the following dates:

- 5 November 2022
- 17 December 2022
- 26 February 2023
- 28 April 2023
- 1 July 2023

An tUdarás Rialaithe (MIC Governing Authority)

The role of the Governing Authority is to provide overall academic and institutional governance oversight (both through its own proceedings and through the proceedings of its key deliberative bodies including *an Chomhairle Acadúil* (the Academic Council), the Finance & Resource Committee, the Audit & Risk Committee, the Equality Committee, and the Quality Committee. On matters of day-to-day operations, the President and the Executive Team report to the Governing Authority.

Apart from ensuring that the highest level of corporate governance obtains at MIC, the Governing Authority is responsible for setting institutional strategy and for overseeing implementation of the College's strategic plan. Tied to this, the risk management environment is also, ultimately, the responsibility of *an tUdarás Rialaithe*.

Governing Authority – Term of 2018-2024

N	Nomination	Nominating Requirement	Name of Incumbent 2018-2024 Term
1	<i>Ex Officio</i>	Bishop of RC Diocese of Limerick	Bishop Brendan Leahy
2	Trustees	Trustee Member	Dr Áine Lawlor
3	Trustees	Trustee Member	Dr Marie Griffin
4	Trustees	Sisters of Mercy / External Trustees Nominee	Mary Considine
5	Trustees	Sisters of Mercy / External Trustees Nominee	Gerry Reeves
6	Trustees	Sisters of Mercy / External Trustees Nominee	Helen O'Donnell
7	Trustees	Sisters of Mercy / External Trustees Nominee	Maedhbh Uí Chiagháin
8	Trustees	Sisters of Mercy / External Trustees Nominee	Fachtna O'Driscoll

9	Trustees	Sisters of Mercy / External Trustees Nominee	Catherine Kelly
10	Trustees	Sisters of Mercy / External Trustees Nominee	Eamon Stack
11	Trustees	Sisters of Mercy / External Trustees Nominee	Declan Madden
12	Trustees	Sisters of Mercy / External Trustees Nominee	Sr Coirle McCarthy
13	Trustees	Sisters of Mercy / External Trustees Nominee	Vacant (AY 2022-23 - retirement of Conn Murray)
14	Trustees	Independent Director	Judge Tom O'Donnell
15	Trustees	Alumnus	Seán McMahon
16	Academic Staff	Academic Staff Member*	Vacant (no nominations)
17	Academic Staff	Academic Staff Member*	Vacant (no nominations)
18	Academic Staff	Academic Staff Member*	Vacant (no nominations)
19	Academic Staff	Academic Staff Member*	Vacant (no nominations)
20	Academic Staff	Academic Staff Member*	Vacant (no nominations)
21	Academic Staff	Academic Staff Member*	Vacant (no nominations)
22	Professional Staff	Professional Services Staff Member	Emma Barry
23	Professional Staff	Professional Services Staff Member	Áine Finucane
24	<i>Ex Officio</i>	College President	Prof. Eugene Wall
25	<i>Ex Officio</i>	UL President	Prof. Kerstin Mey
26	<i>Ex Officio</i>	VP Academic Affairs	Prof. Niamh Hourigan
27	<i>Ex Officio</i>	VP Administration & Finance	Michael Keane
28	<i>Ex Officio</i>	MISU President	Aoife Gleeson (AY 2022-23)
29	<i>Ex Officio</i>	MISU Vice President	Christine Ratzlaff (AY 2022-23)

The Governing Authority met on the following dates:

- 18 September 2023
- 11 December 2023
- 29 January 2023
- 8 April 2023
- 17 June 2023

Executive Team

The Executive Team, comprising senior management members, met regularly during AY 2022-2023 to address strategic and operational matters, ensuring the College's smooth functioning and alignment with its strategic goals. This team is responsible for implementing the decisions of the Governing Body and in driving forward key initiatives such as Masterplan 2042 and new academic offerings.

3. External Landscape

Partnership with UL

Significant progress in the MIC-UL partnership was made in the commencement of a new dialogue towards closer structural alignment between Mary Immaculate College and the University of Limerick (UL). Partly triggered by the new HEA Act and its implications for the higher education sector, this new dialogue also seeks to build upon a legacy of collaboration in academic programming, research initiatives, and administrative processes, setting the stage for a more integrated higher education ecosystem in the region. Joint committees have been instrumental in identifying synergies, particularly in areas like shared services, joint degree offerings, and research collaboration, enhancing opportunities for students and faculty alike.

While MIC retains the goal of retaining its identity and autonomy, the new collaboration focused on aligning strategic goals between the two institutions, ensuring that both MIC and UL can leverage their strengths to enhance the educational landscape in the region. This alignment has the potential to lead to more streamlined operations, improved resource utilisation, and enhanced student experiences across both campuses.

4. Campus Development

Library Project Advancement

MIC received approval to advance to the pre-tender and detailed design stages of the new Library/Learning Resource Centre project, a critical development that will enhance our academic infrastructure. This state-of-the-art facility is expected to include modern study spaces, advanced technological resources, and extensive collections that will support both student learning and faculty research. The project, once completed, will serve as a hub for academic activity on campus, offering spaces designed to foster collaboration, innovation, and intellectual growth.

The design phase has involved consultations with various stakeholders, including students, faculty, and library professionals, to ensure that the new library meets the needs of the entire College community. The project is also being designed with sustainability in mind, incorporating energy-efficient systems and environmentally friendly materials.

Masterplan 2042

The launch of MIC's Masterplan 2042 outlines our strategic vision for the next two decades, focusing on academic, cultural, and social growth. The Masterplan includes significant infrastructure projects aimed at enhancing the campus environment, improving sustainability, and supporting the College's long-term academic goals. Key projects include the expansion of classroom facilities, the development of new student accommodation, and the creation of green spaces that promote wellbeing and environmental stewardship.

The Masterplan also emphasises the importance of community engagement, with plans for new spaces that will facilitate greater interaction between the College and the surrounding community. This includes the development of cultural venues, sports facilities, and spaces for public lectures and events, positioning MIC as a central hub for cultural and intellectual activity in the region.

[Masterplan 2042 can be viewed in full by clicking here.](#)

Campus Enhancements

This year also saw the completion of significant refurbishment works, including upgrades to lecture halls, office spaces, and student facilities. These improvements are part of an ongoing effort to provide a modern, welcoming, and functional environment for all members of the College community. The enhanced facilities have received positive feedback from students and staff alike, contributing to a more vibrant and productive academic atmosphere.

Notable enhancements include the renovation of the Mercy Wing lecture hall on the Thurles campus, which now accommodates larger class sizes and features upgraded audio-visual equipment. Additionally, the relocation of the Strategic Communications & Marketing offices has created a more efficient and pleasant working environment, supporting the College's efforts to effectively communicate its mission and achievements.

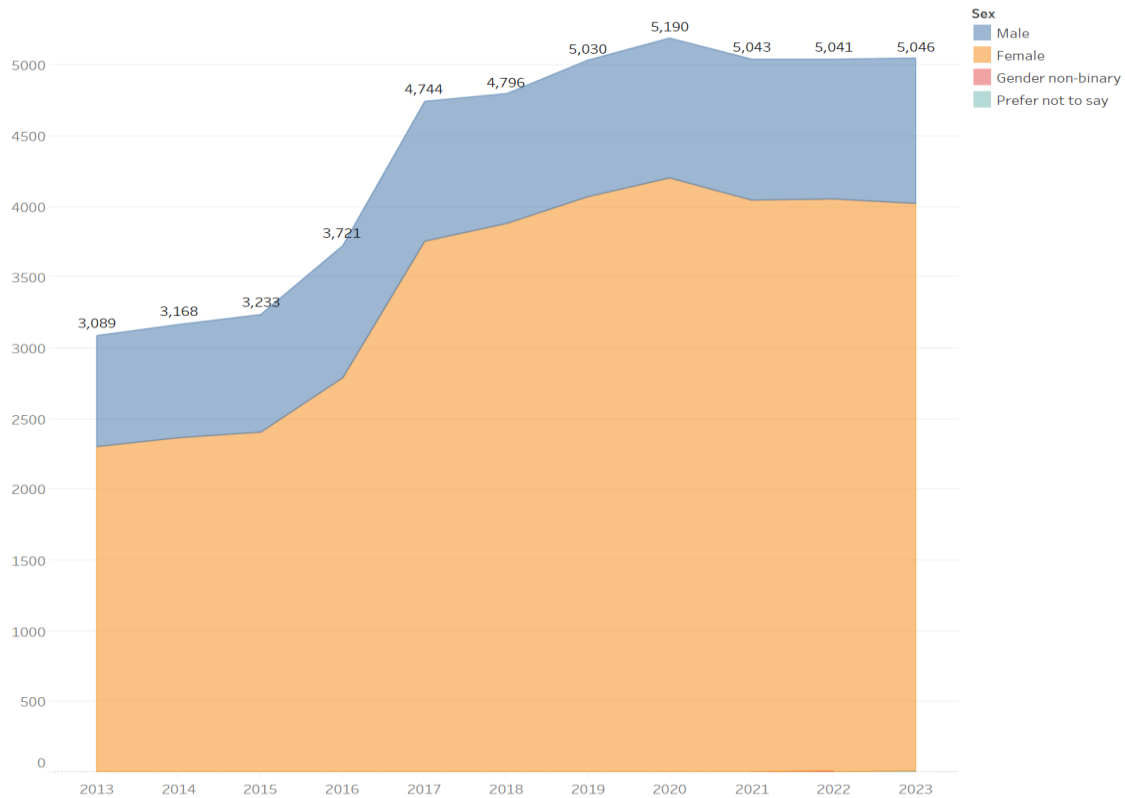
5. Student Growth

Enrolment & New Admissions

In A/Y 2022.23 with 849 new entrants, Mary Immaculate College (MIC) reported a total student enrolment of 5,046 across its 76 academic programmes, reflecting a stable and robust demand for its offerings. This enrolment included students across various disciplines, ranging from undergraduate to postgraduate levels. The consistent enrolment figures demonstrate the College's strong appeal and reputation for providing high-quality education.

Overall, MIC continues to see remarkable growth over a 30-year period with the rate of development at its highest during the latter half of this exceptionally dynamic period. Analysis of performance against the baseline at the outset of the College's current strategic plan shows that enrolment numbers increased by over 4.5% Academic Year (AY) 2022-23. Although this is a slower rate of expansion than in preceding periods, it is notable that previous growth occurred on an extraordinarily steep trajectory curve. More recent rates of increase have been steady, following breach of the symbolic threshold of 5,000 FTEs in 2018-19, but this represented a doubling of the numbers that had been reached at the mid-point of the previous decade and an increase of 25% over the baseline of 3,089 FTEs enrolled at the outset of the original Strategic Dialogue in 2012-13.

Enrolment Trend 2013-2023



Source: MIC Online Analytics System (e-OLAS) and Student Record System

Admissions & Programme Diversity

MIC continues to attract a diverse student body, with applications coming from a wide geographic and demographic range. The College has maintained its commitment to inclusivity and diversity, ensuring that its programmes cater to a broad spectrum of academic interests and professional aspirations. The diversity of the student population enhances the learning environment, fostering a rich exchange of ideas and perspectives.

Course Offerings and Growth Areas

The 76 courses offered at MIC cover a broad array of subjects, with particular growth observed in programmes related to education, the humanities, and social sciences on our Thurles campus, as well as in Level 9 and Level 10 offerings. These areas have seen steady

enrolment, driven by the College's strong reputation in teacher education and its expanding research profile.

2022.23 saw the introduction of five new programmes

- Bachelor of Psychology (Level 8)
- Modular M Ed (Level 9)
- M Ed in Digital Leadership in Education (Level 9)
- M Ed in Education for Sustainability and Global Citizenship (Level 9)
- MA in Autism Studies (delivered as a partnership between Mary Immaculate College and Middletown Centre for Autism) (Level 9)

Of note, the Professional Doctorate in Educational and Child Psychology (DECPsy) saw 14 new trainees join the programme, supported by NEPS and HSE funding in an innovative, tripartite partnership model. This programme is one of the few in Ireland that offers a dedicated pathway for aspiring educational psychologists, and it has quickly gained a reputation for excellence in both its academic rigor and the practical experience it provides to students.

Ongoing Programme Development

In addition to these new programmes, MIC has continued to review and update its existing academic offerings to ensure they meet the evolving needs of students and the wider society. This has included incorporating new technologies into the curriculum, expanding opportunities for work placements and internships, and increasing the focus on interdisciplinary learning.

Céim Process

In alignment with the Teaching Council's Céim: Standards for Initial Teacher Education, MIC undertook a comprehensive review and enhancement of its teacher education programmes.

The successful completion of the Céim accreditation process for several ITE programmes reaffirms MIC's commitment to maintaining the highest standards of quality in teacher education. The rigorous evaluation process highlighted MIC's strengths in curriculum design, practicum experiences, and the integration of contemporary educational research into teaching practice.

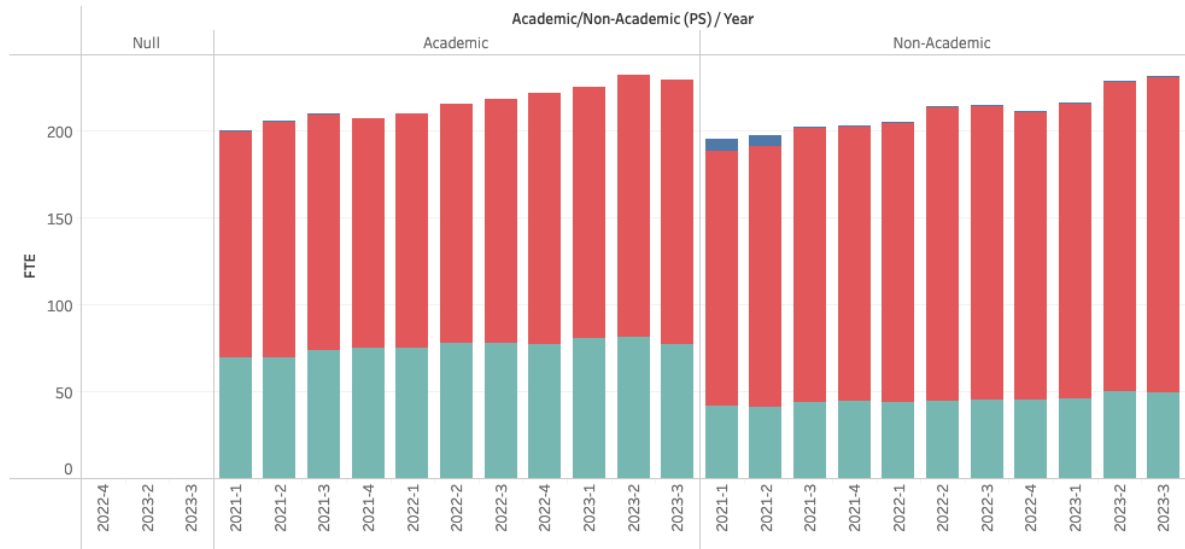
The Céim process also involved significant engagement with stakeholders, including current students, alumni, and partner schools, to ensure that the programmes remain relevant and responsive to the needs of the education sector. As a result, MIC's teacher education graduates continue to be highly sought after.

Staffing & Support

To support the large student body, MIC employs 448 staff FTEs, ensuring a relatively favourable student-to-teacher ratio that promotes personalised learning and effective academic support. This staffing level includes academic, administrative, and support staff dedicated to maintaining the high standards of education and student services that MIC is known for.

Drawing from its 2023 quarterly staff deployment report to the HEA, the ratio of Academic Staff to Professional Services Staff was 51%:49%. Staffing levels are not regarded as sufficient to meet the current operational demands of the College. In the context of resources required to deliver academic programmes, there was a significant short-fall in the number of FTEs required to meet the student-to-lecturer ratio required by the Teaching Council for professional accreditation of the College's teacher education programmes and the College will focus on addressing this together with the HEA, DE, and DFHERIS.

Staff FTEs Q1 2021-Q3 2022



Source: HEA Quarterly Staff Returns / MIC Online Analytics System (e-OLAS)

Equality, Diversity, Inclusion & Interculturalism

The gender profile of the College’s staffing complement has been extensively assessed in the new MIC Gender Action Plan and also within the ambit of the College’s active and continuous engagement with the Athena Swan process. That said, it is worth alluding to structural characteristics of the College’s staff deployment which are evident in its Gender Pay Gap reporting to the HEA. At present (2023), although College employees (core-funded) are predominantly female (70% in total), and notwithstanding the fact that over half of staff in the upper quartile of salaries are female (54%), there is a preponderance of female staff in lower quartile (69%) and in the lower middle quartile (88%). This affects Professional Services Staff to a greater extent than it impacts upon Academic Staff and is significant because of the wide disparity between salary levels within the lower and higher quartiles. The College

continues to monitor these trends with the objective of striving towards better gender equity and also alleviating pay inequities where relevant and appropriate. In 2024, the College will engage in a process of job evaluation for Professional Services staff up to Higher Executive Officer level which will bring the posts currently more likely to include females on lower rates of pay into scope.

On foot of an objective to introduce more senior academic promotional opportunities that was set out in the College's current strategic plan, and also by way of dialogue between management and union representatives, improvements in the quantum of promotional opportunities and the frequency of promotional cycles are planned. As noted elsewhere, we successfully completed another round of academic promotions, with two colleagues from the Faculty of Arts and two from the Faculty of Education being promoted to Principal Lecturer.

At the lower end of the salary and career progression spectrum for academics, employment precarity has become a prominent issue of concern (as it has throughout the sector). The College and union representatives continue to engage towards development of strategies to alleviate the problems which have tended to give rise to entrenched precarity and at a broader level the Athena Swan process shows promise that it will be impactful in the delivery of more equitable outcomes for staff in terms of both career advancement and remuneration.

This year also saw MIC reinforcing its commitment to respecting cultural diversity and promoting equity in society with the signing of the Higher Education Authority (HEA)'s Race Equality Anti-Racism Principles for Irish Higher Education Institutions.

The Race Equality Principles have been devised by the HEA to acknowledge the decades-long transformation of Ireland's educational spaces from predominantly national institutions catering to school-leavers, to internationally oriented institutions engaged with an increasingly diverse student and staff body, of all ages and backgrounds. The Principles further recognise that the ethnic diversity in our student and staff population has become a key strength of Irish higher education which must be built on and protected.

Graduate Outcomes

Graduation 2022 saw the presentation of doctoral awards to 30 graduates – the highest number to ever receive PhDs from the College in a single year. 174 graduate students engaged in doctoral studies, inclusive of structured professional programmes, were enrolled during Academic Year 2022-23 and the completion rate remains high for the cohort year-on-year.

Overall, graduate student numbers have increased by an impressive 55% since Academic Year 2016-17, with real numbers of Level 9 FTEs standing at 655 in AY 2022-23 (a relative increase of 58% over the same period) and of Level 10 FTEs – a stand-out story of success for the performance of the College – increasing by over 46%). It is important to reiterate the fact that these outcomes follow on foot of investment of €7 million from the College's own reserves for fit-out of a dedicated, high-quality precinct and building for research and graduate studies.

6. Projects and Activities

City Connects Initiative

MIC's leadership in the City Connects programme has been instrumental in promoting equity of outcomes in education across Ireland. The programme, developed in partnership with Boston College, was successfully implemented in 10 inner-city Dublin schools this year, with the support of the DES, DCYA, and TUSLA. This initiative has proven to be highly effective in addressing the comprehensive needs of students, ensuring that every child receives the tailored support necessary for academic and personal success.

The City Connects programme at MIC has focused on providing holistic support to students, addressing not only their academic needs, but also their social, emotional, and health needs. This has involved close collaboration with teachers, families, and community organisations, resulting in a more supportive and inclusive educational environment for all students involved.

Research Initiatives

MIC faculty have continued to engage in cutting-edge research across a range of disciplines, contributing to the College's reputation as a leader in academic scholarship. This year, MIC faculty published numerous articles in leading journals, presented at international conferences, and secured significant research funding.

Notable research projects include a study on the impact of digital technologies on early childhood education, a collaborative project on sustainable development in rural

communities, and an interdisciplinary research initiative exploring the intersections of art and science. These projects not only contribute to academic knowledge, but also have practical applications that benefit society.

EDNIP STEAM After-School Club

A STEAM (Science, Technology, Engineering, Arts and Mathematics) project at Mary Immaculate College (MIC) has recently been announced, by Minister for Education, Norma Foley TD, as the winner of a prestigious national award. The EDNIP STEAM After-School Club was unveiled as the winner of the Community Maths Eyes Project in the Have You Got Maths Eyes competition, a national competition highlighting leading maths work and practice in a community setting.

The camp began in November 2022 and involved 24 children from four Limerick primary schools (Our Lady of Lourdes National, Rosebrien; Presentation Primary, Sexton Street; Scoil Iosagáin, Sexton Street; and St John's Girls' and Infant Boys', Cathedral Place) attending the After-School STEAM club at MIC for fourteen weeks.

The After-School club was delivered by EDNIP (Embracing Diversity, Nurturing Integration Project) and MIC's Enterprise & Community Engagement Department.

Imogen Stuart – In her Hands

President of Ireland, Michael D. Higgins visited Mary Immaculate College (MIC) on Tuesday 6 December to officially open *Imogen Stuart: In Her Hands*, by Ireland's leading sculptor, Imogen Stuart. Her largest ever exhibition, featuring over forty pieces of her work, this was both Imogen's first solo exhibition in over two-decades and, following her death in March 2024, her last ever exhibition.

MIC's long-standing relationship with Stuart began in the 1950s when the Sisters of Mercy commissioned three works for the College; *St. Brigid*, *Christ Teaching* and *St. Colmcille*. Former College President, the late Professor Peadar Cremin, commissioned further works and today MIC proudly houses fourteen of Stuart's stunning works on the Limerick campus.

In 2010, President of Ireland Mary McAleese presented Imogen with the [McAuley Medal](#), the highest award that can be bestowed by MIC, in recognition of her long standing relationship with MIC and her lifetime contribution to the arts in Ireland.

MIC Munster GAA Centre of Excellence in Child Coaching and Gaelic Games Promotion

The MIC Munster GAA Centre of Excellence in Child Coaching and Gaelic Games Promotion was officially launched by Uachtarán CLG, Larry McCarthy in January 2023. The Centre of Excellence is the result of a new partnership between MIC and Munster GAA which ultimately aims to promote, develop and enhance Gaelic games and coach education within education from pre-school to post-primary level.

The main focus of the new Centre of Excellence will be to encourage children and young people's participation at all levels of Gaelic games, irrespective of ability, and to promote a

lifelong interest in and love of the sports. This will be achieved through the provision of educational programmes that support the development of best practice in areas such as coaching, refereeing, safeguarding and the acquisition of Gaelic games skills in a wide range of areas. Additionally, a range of educational programmes for the wider volunteer community will also be created.

7. Awards and Achievements

Academic Promotions

This year, several faculty members were promoted to higher academic ranks, recognising their exceptional contributions to teaching, research, and service. Promotions to the Principal Lecturer grade were particularly noteworthy, highlighting the academic leadership and impact of these individuals. These promotions reflect MIC's commitment to recognising and rewarding excellence among its faculty, ensuring that the College continues to attract and retain top-tier academic talent.

The promotion process at MIC is rigorous, involving peer review, student feedback, and evaluation of research output. This ensures that those who are promoted have demonstrated sustained excellence in their work, contributing to the overall quality of education at MIC.

Staff Impact & Recognition

MIC faculty members have been recognised nationally and internationally for their contributions to academia.

Dr Gwen Moore became the first Principal Fellow accredited by the HEA at MIC, one of only twelve Principal Fellows in the Republic of Ireland. This prestigious membership recognises her sustained record of successful strategic leadership in academic practice.

Dr Ailbhe Kenny from the Department of Arts Education and Physical Education was awarded a prestigious Irish Research Council Laureate Award for her project 'Music in the Intercultural School: Uncovering Spaces for Agency and Belonging', highlighting her excellence in research. Faculty members have also made substantial contributions to scholarly literature.

Notably, Dr Deirdre Flynn, who co-edited and contributed to 'Austerity and Irish Women's Writing 1980-2020', published by Routledge, was among the inaugural membership of the

newly founded Young Academy of Ireland (YAI). Dr Deirdre Flynn, lecturer in 21st Century literature at MIC, is among forty academics from across the island of Ireland to be inducted into the YAI and will serve a four-year term.

Dr Maeve Liston's work in STEM education continues to influence the integration of new technologies in classrooms, with her research being featured in notable academic publications.

Dr Conchúr Ó Brolcháin, lecturer in the Department of Language and Literacy at MIC, was been awarded the Regional Teaching Excellence Award in recognition of his outstanding practice in higher education teaching. The Regional Teaching Excellence Award is a collaborative initiative between MIC, UL, and TUS, which aims to showcase and champion outstanding practice in Higher Education teaching from across the region.

Dr Catherine Stapleton, Lecturer in Education at MIC, was awarded the John Coolahan SCoTENS Award for 2023 in recognition of her research into the experiences of non-religious teachers in Post-Primary schools. Dr Stapleton, is co-author of the 'Non-Religious Teachers in Schools with a Religious Ethos in the Republic of Ireland and Northern Ireland: Experiences of Recruitment and Promotion Processes' report, alongside Dr James Nelson from Queen's University Belfast (QUB). The John Coolahan Award is presented to academics who have published outstanding work on education. The award is named in honour of the late John Coolahan who worked across primary, post-primary and higher education over a six-decade long career and is considered one of the most influential and formative voices in educational government policy. The award is presented by the Standing Conference on Teacher Education, North and South (SCoTENS), a network of 24 colleges of education, university education departments, teaching councils, curriculum councils, education trade unions and

education centres on the island of Ireland with a responsibility for and interest in teacher education.

Bronze Athena Swan

The Faculty of Arts were awarded the **Bronze Athena Swan Award** in recognition of its ongoing work to ensure gender equality among both staff and students of the faculty. Awarded by *Advance Higher Education*, the Athena Swan Charter reaffirms the work in higher education to achieve gender equality objectives, assists in meeting equality legislation requirements and supports the promotion of inclusive working practices. The Bronze award for the Faculty of Arts follows on from the [Bronze award that MIC achieved in 2020](#) for its college-wide efforts.

As part of the application process for the award, the Faculty of Arts established a Self-Assessment Team (SAT), comprising of representatives from across the faculty and drawn from both academic and professional services staff. The team was chaired by the Dean of Arts, Professor William Leahy and Vice-Chair, Dr Joan O'Sullivan. The SAT conducted a comprehensive review of gender equality involving a faculty-wide survey and multiple focus groups with staff and students, the results of which were compared with results from similar academic departments and institutions. A final self-assessment report was issued to the Athena Swan judging panel earlier this year.

As part of the actions identified by the SAT, the Faculty pledges to ensure continuity and stability of employment for all faculty staff; to support and empower women for career progression; to improve the diversity of the student cohort; to enhance communication between management and staff; and to deliver a suite of equality, diversity, inclusion and interculturalism (EDI) training, including unconscious bias and interview training for those involved in recruitment and selection panels.

Awarding of the McAuley Medal

The McAuley Medal, MIC's highest honour, was awarded to Fr Peter McVerry SJ in recognition of his tireless work as a social justice activist. The ceremony, attended by President of Ireland Michael D. Higgins, was a significant highlight of the year and underscored MIC's commitment to social justice and community engagement. Fr McVerry's work with the homeless and marginalised communities has had a profound impact on Irish society, and his receipt of the McAuley Medal reflects MIC's values of compassion, service, and advocacy.

The awarding of the McAuley Medal was accompanied by a series of events, including a public lecture by Fr McVerry and a panel discussion on social justice issues. These events provided an opportunity for the MIC community to engage with important social issues and to reflect on their own roles in promoting equity and justice.

College Awards

Almost half a million-euro worth of scholarships and bursaries was presented to students, graduates and alumni of MIC at the College's Annual Awards Ceremony.

Among those celebrated on the night were four graduates who were presented with MIC Alumni Awards in recognition to their success in their chosen fields. Limerick native Tommy Bulfin, whose work with the BBC involves Executive Producer roles with shows such as *Peaky Blinders* and *Normal People*, was presented with an award for his achievements in the media. His fellow Liberal Arts graduate, Kerry's Micheál Lehane, was celebrated for his role as RTÉ's political correspondent and a trusted voice through the domestic response to the global pandemic. Irish rugby star and graduate of both the Bachelor of Education (Primary Teaching) and MA in Education programmes at MIC, Ciara Griffin, was presented with an MIC Alumni

Award in recognition of her sporting achievements. The Kerry native was capped for Ireland 41 times and captained her country for three years. Also presented with an MIC Alumni Award was Director of People Operations at Google Ireland, Helen Tynan. Originally from Cork, Helen graduated as a Primary Teacher before studying Human Resources. She joined Google in 2010 with over 25 years of senior HR positions with such multinational companies as Dell, Oracle and General Electric.

Five MIC doctoral students were recently awarded Irish Research Council Government of Ireland Postgraduate and Postdoctoral Awards totalling almost €250,000 to support their PhD research. Amélie Gaillat from Montpellier in France is researching centralised and regional policing in France, England and Ireland between 1870 and 1925; Aoife Munroe from Claremorris, Co. Mayo is investigating the experience of autistic girls in mainstream classrooms; Caitlin Nolan from Tralee, Co. Kerry is studying native and non-native English-speaking teachers and their identities; Keith Ó Riain from Crecora, Co. Limerick is researching the life of Irish tailor and Jacobite poet, Éadbhard de Nóglá; and Margaret O'Brien from Oughterard, Co. Galway is investigating the financing of medieval monastic orders and the impact on the parish and local churches in Limerick and Tipperary.

Fifty-three 1st year students drawn from all four provinces were awarded an MIC Entrance Scholarship, valued at €2,000 each, on the basis of their CAO points obtained in the Leaving Certificate examinations. A further twelve students were awarded Munster GAA bursaries valued at €750 each to twelve deserving MIC undergraduate students who have excelled in their chosen sports, while Limerick's Rose Hyland was awarded the Rachel Kenneally Bursary, which is awarded annually in memory of former MIC student and Tipp Ladies Footballer, Rachel Kenneally. MIC's Elite Sports Scholars, Thomas Devaney (Irish Cross Country athlete) and Clíona Healy (Cork senior camogie player) and the MIC GPA Sports Scholars, Diarmuid

Ryan (Clare senior hurler) and Caoimhe Costello (Limerick senior camogie player) were also officially presented with their awards.

Research Excellence

MIC faculty have continued to achieve significant milestones in research, securing an increase in research grants from €2,900,000 to €3,808,000. This funding has supported a variety of projects, ranging from innovative educational methods to groundbreaking studies in the humanities and social sciences. The increase in research funding is a testament to the quality and impact of the research being conducted at MIC, as well as the College's growing reputation as a centre of academic excellence.

Among the key research achievements this year are several high-impact publications, successful grant applications to national and international funding bodies, and the establishment of new research partnerships with institutions both in Ireland and abroad. These accomplishments have further solidified MIC's position as a leader in research, particularly in the areas of education, social sciences, and the humanities.

Teaching and Learning Innovations

MIC has also been recognised for its innovative approaches to teaching and learning. This year, several faculty members received awards for their contributions to curriculum development, the use of technology in the classroom, and the promotion of student-centred learning. These innovations have not only enhanced the educational experience for MIC students, but have also positioned the College as a leader in pedagogical practices.

8. Development of International Work

Work of the International Office

The International Office at MIC has played a pivotal role in fostering global engagement and expanding the College's international footprint. This year, the Office facilitated the enrolment of over 500 international students from 25 different countries, enhancing the cultural diversity on campus. The International Office also successfully organised virtual summer school sessions, attracting over 400 participants from around the world. These sessions provided international students with a taste of the academic and cultural life at MIC, helping to strengthen the College's global network.

In addition to student recruitment and mobility, the International Office has been active in securing funding for faculty exchanges and research collaborations. This has included successful applications for Erasmus+ grants, which have enabled MIC faculty to engage in teaching and research exchanges with partner institutions across Europe. The Office has also supported the development of new international partnerships, further enhancing the College's global engagement.

The International Office has also been involved in organising international conferences and events, bringing together scholars and students from around the world to discuss key issues in education, social justice, and global development. These events have not only enhanced MIC's international profile, but have also contributed to the global exchange of ideas and best practices.

International Collaborations

MIC expanded its international collaborations, strengthening ties with institutions such as the University of Notre Dame, Boston College, and Universidade Federal Fluminense (UFF) in Brazil. These partnerships have facilitated the exchange of ideas, research collaborations, and student mobility, contributing to the global profile of MIC.

The partnership with UFF, in particular, has been instrumental in advancing research in inclusive education and diversity. The Memorandum of Understanding signed this year formalises a commitment to joint research projects, faculty exchanges, and student mobility programmes. This collaboration is expected to yield significant benefits for both institutions, particularly in the areas of research and teaching.

Global Outreach and Impact

MIC's commitment to global engagement extends beyond its partnerships with international institutions. The College has also been involved in various global initiatives aimed at addressing pressing social issues. For example, MIC has been a key participant in the Global Santa Marta Group's efforts to combat human trafficking, contributing research and expertise to this important cause.

Additionally, MIC's involvement in the City Connects programme has provided a model for other countries looking to implement similar holistic support systems for students. The success of the programme in Ireland has led to interest from educational institutions in Europe and North America, further demonstrating MIC's leadership in this area.

9. Conferences and Seminars

Throughout the year, MIC hosted a number of other important conferences and seminars, covering a wide range of topics from education to social justice to the arts. These events have attracted participants from across Ireland and internationally, contributing to the intellectual vibrancy of the College. Among the highlights were:

- Annual MIC Research Day: showcasing the diverse range of research being conducted at the College
- Limerick Women's Studies Conference: focusing on the contributions of women to Irish society and culture. These events provided valuable opportunities for networking, knowledge exchange, and collaboration among academics, students, and practitioners
- MIC Thurles Summer School: a two-day on-campus event featuring leading national and international educationalists exploring the 1998 Education Act, the progress made under it over a quarter of a century, and the journey yet to be travelled in supporting the principles of the Act
- Women in Education: Afghanistan and Ireland conference: a ground-breaking free public conference highlight the plight of women in Afghanistan since the takeover of the Taliban and chronicle their experiences.
- Faculty of Arts 30th Anniversary Lecture Series: MIC's Faculty of Arts celebrated celebrates its 30th anniversary this academic year. To mark the milestone, the Faculty of Arts hoested a series of free talks open to the wider public to showcase the academic excellence and varied research interests of the Faculty covering topics including history, literature, Irish, poetry, European studies and psychology.

10. Community Engagement and Culture

MIC has always been deeply committed to community engagement, recognising it as an essential pillar of its mission to foster social inclusion, promote social justice, and advance equality. This commitment is evident in the College's wide-ranging efforts to connect with and uplift the communities it serves, ensuring that education is a force for positive change and empowerment. MIC places a strong emphasis on creating opportunities for all individuals, particularly those from marginalised or underserved groups, to access quality education and cultural enrichment. The College's dedication to these principles is reflected in its ongoing initiatives that not only support academic success, but also strive to build a more inclusive and equitable society. This unwavering focus on community engagement underpins MIC's identity as an institution that values and champions the ideals of fairness, respect, and social responsibility.

College of Sanctuary Campaign

MIC launched its College of Sanctuary campaign, officially beginning the process of applying for a College of Sanctuary Award. This initiative reflects MIC's commitment to inclusivity and its dedication to supporting refugees, asylum seekers, and other marginalised groups. The campaign has involved a series of events and workshops aimed at fostering a culture of welcome and inclusion on campus.

As part of the campaign, MIC hosted a symposium on migration and integration, featuring speakers from refugee advocacy groups, government agencies, and academia. The symposium highlighted the challenges faced by refugees and asylum seekers in Ireland and explored ways in which higher education institutions can support their integration. The

College also established a Sanctuary Scholarship Fund, providing financial support to refugees and asylum seekers pursuing higher education at MIC.

A major conference focused on the plight of women and girls in Afghanistan in the context of removal by the Taliban of educational opportunities for females attracted a diverse audience from many countries, including Afghans who fled under deteriorating conditions in 2022. This conference produced a number of interesting and innovative launching points for development of the College's Equality, Diversity, Inclusion and Interculturalism strategy, as well as its next institutional strategic plan.

Cultural and STEM Engagement

MIC hosted various cultural and educational events throughout the year, including the welcome return of ESB Science Blast 2023, Culture Night, Limerick Lifelong Learning Festival, Space Week, Maths Week, Engineers Week, Limerick Festival of Science and Tipperary Festival of Science. These events engaged thousands of participants from the local community and beyond, showcasing MIC's role as a leader in promoting science, technology, engineering, and mathematics (STEM) education.

The Tipperary Festival of Science, in particular, was a major success, attracting nearly 4,000 attendees to a week-long series of workshops, lectures, and exhibitions. The festival focused on climate change, with activities designed to educate the public about the science behind global warming and the actions they can take to mitigate its impact. MIC's involvement in the festival reflects its commitment to public engagement and its role as a thought leader on issues of global significance.

Culture Night at MIC was another highlight, featuring performances, exhibitions, and workshops that celebrated the rich cultural heritage of the College and the wider Limerick community. The event provided an opportunity for the public to engage with the work of MIC students and faculty, and to explore the College's vibrant arts scene. This year's Culture Night was particularly special, as it marked the first time that MIC Thurles participated in the event, further strengthening the College's ties with the local community.

Minister for Education, Norma Foley officially opened an exciting and innovative new CRAFT Maker Space at MIC. The first of its kind in the mid-west region of Ireland, the CRAFT Maker Space aims to inspire the public to connect with their inner designer, engineer, scientist, mathematician, inventor and artist through a wide range of energetic and thrilling STEAM (Science, Technology, Engineering, Arts and Mathematics) activities and workshops. The CRAFT Maker Space is housed in the newly renovated Newman Hall on the John Henry Newman campus at MIC.

Over 500 students from 17 primary schools from the Mid-West region took part in the regional final of the Dell VEX Robotics Competition recently. Hosted by Dell Technologies in conjunction with Mary Immaculate College (MIC), the regional final saw students take part in a game-based engineering challenge to design, code and build robots.

Community Outreach

MIC's commitment to community engagement extends beyond its campus. The College has been involved in a number of outreach initiatives aimed at supporting local schools, community organisations, and vulnerable populations. This year, MIC staff and students volunteered their time and expertise to support a range of projects, from tutoring programmes for disadvantaged students to initiatives aimed at reducing social isolation among the elderly.

11. Sports Development

MIC has continued to invest in its sports programmes and facilities, recognising the important role that sport plays in student life and wellbeing. This year, the College upgraded several of its sports facilities, including the refurbishment of the gym and the installation of new equipment. These improvements have been well received by students and have contributed to an increase in participation in sports and fitness activities across campus.

The College has also expanded its support for student-athletes, providing additional resources for training, coaching, and competition. This includes the introduction of new scholarships for athletes, aimed at supporting their academic and sporting endeavours. This year also saw the launch of the MIC Munster GAA Centre of Excellence in Child Coaching and Gaelic Games Promotion.

The success of MIC's sports teams this year reflects the impact of these investments and the College's commitment to fostering a balanced and healthy student experience. The performance and achievements of students in competition during the year reflects both MIC's strong sporting culture and the exceptional talent of its athletes. The success not only brings pride to the College, but also inspires future generations of students to strive for excellence both on and off the field.

12. Graduation Numbers 2022

Almost 2,000 students from 30 counties, 25 countries and 5 continents were conferred with academic awards across the College's 50+ undergraduate and postgraduate programmes in Education and the Liberal Arts.

Among the graduating cohort were 30 students who were presented with doctoral awards, the highest number of research degrees awarded in the College's history. These graduates completed significant research projects in fields ranging from early childhood education to sustainable development. These new PhDs represent the future of academic research and innovation, and MIC is proud to have played a role in their academic journeys.

Conferring 2022

<i>Programme</i>	<i>No. of Graduates</i>
Bachelor of Arts	253
Bachelor of Arts in Contemporary and Applied Theatre Studies	7
Bachelor of Arts in Early Childhood Care and Education	83
Bachelor of Arts in Education Studies (Level 7)	1
Bachelor of Arts in Education Studies (Level 8)	2
Bachelor of Arts in Education, Business Studies and Accounting	23
Bachelor of Arts in Education, Business Studies and Religious Studies	10
Bachelor of Arts in Education, Gaeilge and Business Studies	36
Bachelor of Arts in Education, Gaeilge and Religious Studies	5
Bachelor of Education	180
Bachelor of Education	247
Bachelor of Education in Education and Psychology	36
Certificate in Leadership for INCLUSION in the Early Years	557
Certificate in General Learning and Personal Development	9
Certificate in Professional Mentoring for Early Childhood Practice	62
Dioplóma Iarchéime san Oideachas san Oideachas Lán-Ghaeilge agus Gaeltachta	1
Diploma in Education Studies	1
Doctor of Philosophy (Faculty of Arts)	11

Doctor of Philosophy (Faculty of Education)	10
Graduate Certificate in Academic Practice	8
Graduate Certificate in Autism Studies	61
Graduate Certificate in Middle Leadership and Mentoring in Primary and Post-Primary Settings	19
Graduate Diploma in Adult and Further Education	28
Graduate Diploma in Applied Linguistics	2
Graduate Diploma in Autism Studies	20
Graduate Diploma in Educational Leadership and Management	4
Graduate Diploma in International Development Practice	2
Graduate Diploma in Special Education	48
Máistir sna Dána sa Ghaeilge	1
Máistreacht san Oideachas san Oideachas Lán-Ghaeilge	1
Máistreacht san Oideachas san Oideachas Lán-Ghaeilge agus Gaeltachta	20
Master in Education in Educational Leadership and Management	3
Master of Arts by Research	1
Master of Arts in Applied Linguistics	13
Master of Arts in History	7
Master of Arts in Media Studies	9
Master of Arts in Modern English Literature	11
Master of Arts in STEM Education (Science, Technology, Engineering and Mathematics)	1
Master of Education	14
Master of Education in Adult and Further Education	2
Master of Education in Leadership of Well-being in Education	14
Master of Education in Literacy Education	9
Master of Education in Mentoring and Leadership in Schools (International)	2
Master of Education in Middle Leadership and Mentoring in Primary and Post-Primary Settings	10
Master of Education in Special Education	4
Professional Doctorate in Educational and Child Psychology	9
Professional Master of Education (Primary Teaching)	61
Teastas Iarchéime i dTeagasc Ábharbhunaithe san Iarbhunscolaíocht Lán-Ghaeilge agus Gaeltachta	33
Teastas san Oideachas san Oideachas Lán-Ghaeilge agus Gaeltachta	2
Total Graduating Numbers 2022	1953

13. Energy Usage

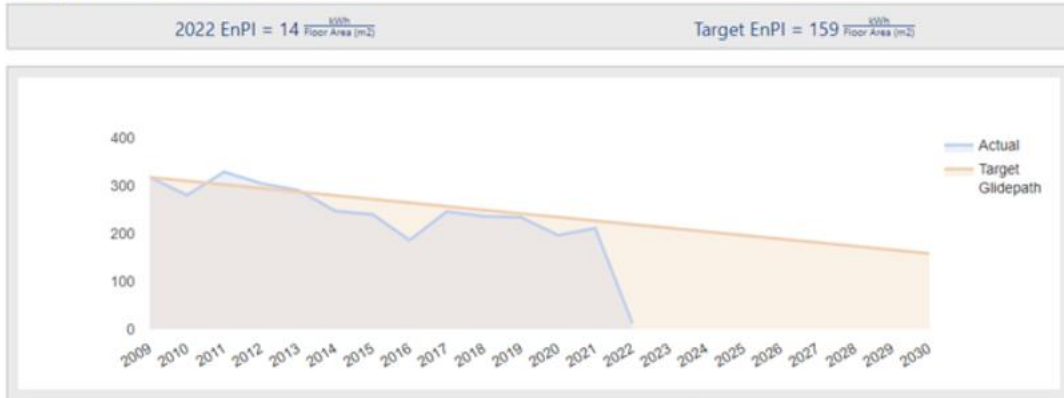
MIC remains committed to sustainability and has continued to implement measures aimed at reducing the College's carbon footprint. These measures include the installation of energy-efficient lighting and heating systems, the promotion of recycling and waste reduction initiatives, and the expansion of green spaces on campus.

MIC's Masterplan 2042 includes a strong focus on sustainability, with plans for new buildings and renovations to be designed with energy efficiency in mind. The College is also exploring the use of renewable energy sources, such as solar panels, to further reduce its environmental impact. These efforts are part of MIC's broader commitment to environmental stewardship and its goal of becoming a leader in sustainable higher education.

In alignment with the Public Sector Climate Mandate, MIC published its first Climate Roadmap and established a new, cross-College Environment & Sustainability Committee to provide advice and expert input to the College's sustainability and climate action strategies, as well as day-to-day management of the estates and infrastructure attached to its campuses. The College's 'glide path' to 2030 is on target to achieve the goal of reducing emissions by 51%.

MIC EnPI Performance 2009 – 2022

Energy Performance Indicators - 2022



Source: MIC EnPI Dashboard

As shown in our previous Annual Report, from 2009 to 2021, MIC's Energy Performance Indicator (EnPI) reflects a gradual decline in energy consumption, though with some fluctuations over the years. The EnPI started just over 300 units in 2009 and reduced to approximately 230-240 units by 2021, representing a 20-25% reduction over the 12-year period.

Between 2009 and 2015, the EnPI fluctuated but generally trended downwards, falling from just above 300 units in 2009 to around 260-270 units by 2015. This period shows a reduction of about 10-15% from the baseline, indicating consistent, though modest, progress in reducing energy consumption. The subsequent years, from 2016 to 2019, continued this trend with further fluctuations, particularly noticeable dips in 2016 and 2019, where the EnPI was around 250 units. By 2019, the College had achieved an approximate 15-20% reduction from the 2009 baseline.

In 2020, there was a significant reduction in the EnPI, likely due to the impact of the COVID-19 pandemic, which led to decreased campus activities and energy demands. However, by 2021, the EnPI slightly increased but remained well below the earlier years, sitting at around

230-240 units. This still represents a 20-25% reduction from the 2009 baseline, reflecting the College's ability to maintain some of the energy-saving practices introduced during the pandemic.

Despite the fluctuations, MIC has made steady progress in reducing its energy consumption over the years. By 2021, the College had achieved a 20-25% reduction from the 2009 baseline, demonstrating ongoing commitment to energy efficiency.

The most significant change for 2022-2023 is the transition from the EnPI metric to the new GHG emissions metric under the Public Sector Climate Mandate, and MIC is currently working with sectoral colleagues and the SEAI to make these changes to its data collation and reporting processes. Data for calendar year-end 2022 and Academic Year 2022- 2023 will be included in the next Annual Report (for Academic Year 2023-2024), reflecting these changes.

14. Financial Overview

Key financial highlights include a rise in state grants from €18,837,000 to €22,844,000, reflecting the government's continued support for higher education. Additionally, research and other grant income increased significantly from €2,900,000 to €3,808,000, underscoring MIC's growing strength in research and external collaborations.

Income Overview

MIC reported a total income of €62,944,000 for the year, reflecting a stable financial position despite the challenges faced by the higher education sector. The College's total expenditure amounted to €65,028,000, resulting in a deficit of €799,000. This deficit was primarily due to increased investments in staff and infrastructure, which are essential for supporting the College's strategic objectives.

Expenditure Analysis

Staff costs rose from €30,770,000 to €33,674,000, reflecting both the College's commitment to attracting and retaining high-quality faculty and staff as well as the rising costs associated with pay and pensions. The increase in staff costs is aligned with the growth in the number of core-funded employees, which rose from 368 to 384 FTEs, and the total number of all FTEs, which increased from 421 to 460.

Statement of Comprehensive Income
Year ended 31 August 2023

	Note	Year ended 31 August 2023 €'000	Year ended 31 August 2022 €'000
Income			
State Grants	3	22,844	18,837
Other Programme Grants	4	1,763	1,537
Academic fees	5	23,925	24,309
Research and Self-Funded Programmes	6	3,808	2,900
Other income	7	1,653	1,415
Interest and Investment income	8	38	17
Deferred funding for pensions	22	<u>8,913</u>	<u>9,566</u>
Total income		62,944	58,581
Amortisation of state capital grants	18	<u>1,285</u>	<u>1,244</u>
		<u>64,229</u>	<u>59,825</u>
Expenditure			
Staff costs	9	33,674	30,770
Other operating expenses	10	17,538	13,428
Depreciation	12	1,810	1,809
Pension cost	22	<u>12,006</u>	<u>12,185</u>
Total expenditure		<u>65,028</u>	<u>58,192</u>
(Deficit)/Surplus for the year		(799)	1,633
Actuarial gain/(loss) in respect of pension schemes	22	9,187	69,411
Movement on pension receivable	22	(9,187)	(69,411)
(Loss)/Gain on Investment	13	<u>33</u>	<u>(174)</u>
Total comprehensive income for the year		<u>(766)</u>	<u>1,459</u>
Represented by:			
Unrestricted Reserve		(626)	1,789
Restricted St Patrick's Reserve	25	<u>(140)</u>	<u>(330)</u>
Total comprehensive income for the year		<u>(766)</u>	<u>1,459</u>

Budget and Future Financial Planning

Looking forward, MIC aims to address the current deficit by optimising operational efficiencies and exploring additional revenue streams. The College remains committed to ensuring that financial resources are aligned with strategic priorities, particularly in sustaining academic excellence and expanding research capabilities.

Capital Investments

MIC continues to invest in its infrastructure, with significant projects aligned with the Masterplan 2042. These investments are crucial for supporting the College's long-term academic and research goals. The new Library/Learning Resource Centre is a key priority, and the College is actively seeking funding to ensure its timely completion.

Cost Management and Efficiency Initiatives

In response to financial pressures, MIC has implemented several cost management strategies, including controlling non-essential expenditures and seeking efficiencies in operational processes. These measures are expected to improve the College's financial position in the coming years.

Fundraising and External Funding

The increase in research and other grant income, which rose from €2,900,000 to €3,808,000, underscores MIC's growing reputation in research. These funds will support various academic projects and initiatives across the College. MIC continues to engage in fundraising efforts, building relationships with alumni, donors, and corporate partners to secure additional support for key initiatives. These efforts are essential to MIC's long-term financial sustainability and its ability to invest in future growth.

15. Public Sector Equality and Human Rights Duty

Summary Statement of Compliance with Section 42 of the Irish Human Rights and Equality Commission Act 2014

MIC has demonstrated a strong commitment to promoting equality, preventing discrimination, and protecting human rights as required under Section 42 of the Irish Human Rights and Equality Commission Act 2014. This commitment aligns with the College's historic mission of social justice and is integrated into its strategic framework, particularly through the current and forthcoming strategic plans.

Strategic Alignment and Policy Framework

MIC's approach to equality, diversity, inclusion, and interculturalism (EDI) has been embedded within the strategic plan 'A Flourishing Learning Community 2020-2023'. This strategic direction, which emphasises the College's social justice ethos, has been further reinforced by various policies and initiatives. The College plans to integrate Section 42 obligations into the upcoming 2024-2028 strategic plan to ensure continuous alignment with its statutory duties.

Key policies that underpin this commitment include the MIC Equality Policy (2014), the Dignity and Respect at Work Policy (2017), and the Gender Expression and Identity Policy (2023).

These policies are publicly accessible and reviewed biennially by the MIC Executive Team, EDII Office, and the Equality Committee.

Organisational Structure and Resources

In 2022, MIC established the Equality, Diversity, Inclusion, and Interculturalism (EDII) Office, led by the inaugural Director of EDII, Professor Lorraine McIlrath. This office, supported by a dedicated team and EDII Champions, is responsible for embedding and monitoring compliance with Section 42 across the College. The EDII Office is preparing to select tools for human rights and equality assessments in 2024 to further enhance its institutional practices.

Initiatives and Achievements

MIC has undertaken several initiatives to support its EDII objectives, including:

- **Gender Equality and Athena SWAN:** The College has achieved significant milestones in gender equality, such as increasing female representation on the Executive Team from 13% to 50%. The Faculty of Arts was awarded the Bronze Athena Swan award in recognition of its ongoing work to ensure gender equality among staff and students of the faculty. Awarded by Advance Higher Education, the Athena Swan Charter reaffirms the work in higher education to achieve gender equality objectives, assists in meeting equality legislation requirements and supports the promotion of inclusive working practices. The Bronze award for the Faculty of Arts follows on from the Bronze award that MIC achieved in 2020 for its College-wide efforts.
- **LGBT+ Support and Engagement:** Development of policies and partnerships to support LGBT+ staff and students.

- **Race Equality and College of Sanctuary:** The College has been proactive in supporting new migrant communities and has developed scholarships for international protection applicants. MIC is also working towards becoming a recognised College of Sanctuary in Ireland.
- **Training and Development:** Comprehensive training programmes on topics such as gender identity, inclusion, and anti-racism have been implemented for staff and students. The College also supports leadership programmes like the Aurora programme for women in leadership.

MIC's commitment to EDII is further evidenced by the inclusion of these themes in major decision-making bodies, such as the Executive Team, Governing Authority, and Faculty Boards.

Future Directions

Looking ahead, MIC plans to strengthen its Section 42 compliance by embedding an Equality Impact Assessment in its policy development processes. The upcoming strategic plan (2024-2028) will explicitly address human rights and equality assessments, ensuring that these principles continue to be central to the College's operations.

Mary Immaculate College remains committed to fostering an inclusive environment that upholds the principles of equality, diversity, and human rights. Through its strategic initiatives, policy development, and dedicated resources, the College is well-positioned to meet and exceed the obligations set forth under Section 42 of the Irish Human Rights and Equality Commission Act 2014.