

“inspiring individuals
transforming society”

Institiúid Teicneolaíochta Cheatharlach



INSTITUTE of
TECHNOLOGY
CARLOW

At the Heart of South Leinster

MID-TERM REVIEW Strategic Plan 2014 - 2018

MID-TERM REVIEW



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THE INSTITUTE BY NUMBERS...



Ranked Category 1

by the Higher Education Authority
for Performance funding in 2015 & 2016

4th LARGEST
OF THE 14 INSTITUTES

INCREASE in Student Numbers

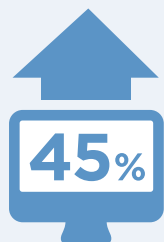


2010/11 **4869**



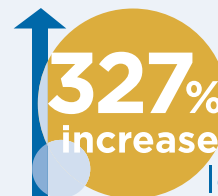
2015/16 **7042**

2nd highest %
of post graduate students
in the Technological Sector



SINCE 2011
there has been a
45% increase in
students studying
STEM subjects

no.1
Highest %
of Lifelong Learners
(WTE) in the Higher
Education Sector



327%
increase in post graduate
learners **since 2011**

3rd highest
median CAO points
in the Technological Sector



Finding Jobs (in employment)

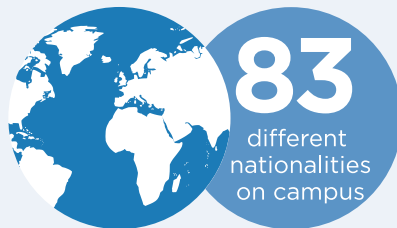
IT Carlow

Level 8 graduates	84%
Level 9 graduates	94%

Higher Education Sector Average

Level 8 graduates	58%
Level 9 graduates	78%

Top Employers of the Institute's graduates



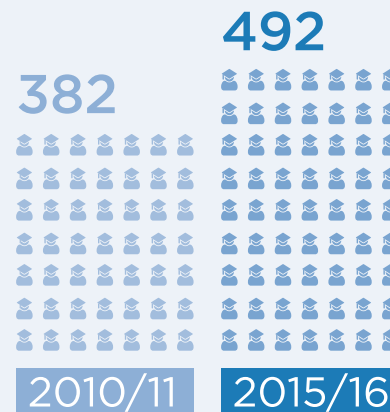
INCREASE IN FORMAL AGREEMENTS WITH HEIS SINCE 2011

45%

Technology Transfer 2015



Academic Staff Numbers



Buildings and Facilities

The Institute's €150m master plan has, to date, delivered:



FLOOR SPACE INCREASE BY **40%**

4 NEW BUILDINGS SINCE **2012**



VALUES

VISION

MISSION

OUR VALUES

In all that we do we hold to our over-arching core value of the learner experience, sustained and enriched by our commitment to knowledge and the achievement of excellence; to the principles and practice of connectedness; to creativity and innovation; and to ensuring high standards of integrity, moral and ethical behaviour in all our endeavours.

OUR VISION

To be Ireland's Leading Technological University; Inspiring Individuals – Transforming Society.

OUR MISSION

To Engage, Learn, Challenge and Innovate, articulated through an educational environment and context where learners pursue studies in higher education and research up to doctoral level

Through a culture of enquiry, innovation and excellence we challenge our learners, staff, global collaborative partners and other stakeholders to create, apply and share knowledge and values in a supportive and vibrant university-level institute.

Engagement with business, government, community and voluntary sectors defines the Institute of Technology Carlow's leadership role in the development of our region and nation.



CHAIRMAN'S FOREWORD



Mr John Moore, Chair of
Institute of Technology Carlow Governing Body

This mid-term review of our Strategic Plan 2014 -18 marks our progress toward the realisation of our vision to be Ireland's leading Technological University. It also gives us the opportunity to realign our endeavours to the changing circumstances we continue to encounter and to ensure that our plan continues to drive us towards our strategic goals.

The scale and breadth of the progress highlighted throughout this review signifies a step change in performance that is attributable to the considerable talent and commitment of staff, students and all our stakeholders. There are many examples where our planned progress has been exceeded through our collective ability to seize new opportunities, to work together and with our many external partners, to achieve our goals.

We can rightly congratulate ourselves on the progress made to date and we can be confident that we are continually improving the educational and research opportunities and experiences of our students. We continue to cultivate our influence in developing the region and in reaching out to build productive alliances, both nationally and internationally. These efforts rely on smart and ambitious teams of staff and a strong and stable financial base to build from.

The Governing Body commends all for their considerable achievements to-date and will continue to enthusiastically support members of the Institute throughout the implementation and exciting evolution of the current strategic plan.

Mr John Moore

Chairperson, Institute of Technology Carlow
December 2016

PRESIDENT'S INTRODUCTION



Dr Patricia Mulcahy, President

The positioning of our Institute towards becoming a values-led and learner-centred higher education institution in 2012 was an important milestone in our development. A broad and inclusive consultative process provided clarity on the journey we would take to further enhance our role as an exceptional economic and quality of life driver within the regional, national and international education landscape.

Our 2030 vision to be Ireland's Leading Technological University is an ambitious statement, particularly given the environmental context which prevailed at the time of its inception; a time of deep crisis in the global and national economies.

Throughout 2016, at the mid-point of the implementation of our current strategic plan, we have even more reason to be confident that we are successfully steering a true and steady course for our Institute towards realising this vision.

Throughout 2016 we revisited and reviewed our progress on five over-arching strategic goals, nineteen objectives and sixty targeted initiatives. The more significant achievements or key outcomes against each of the goals and objectives to-date are summarised in this report and include:

1. Placement of our Institute in the top category of high performing higher education institutions by the Higher Education Authority in 2015 (Strategic Dialogue Cycle 2)

and 2016 (Strategic Dialogue Cycle 3) following external peer review.

2. A trajectory which positions our Institute to meet and exceed all national technological university criteria within a three year time period.
3. A significant growth in student numbers and graduates; increased diversity in our student and graduate profile; advances in the qualifications and research experience of academic staff; improvements in retention and student satisfaction; consolidation as the leader in flexible provision; new programme development, particularly at postgraduate and higher degree level; growth in the international student population and international collaborations; and enhanced links with other sectors of the Irish education system. This is underpinned by a strong quality enhancement culture acknowledged through our international external peer reviews.
4. The roll-out of a €100 million physical master plan which saw the completion of the Dargan Centre for Research and Innovation in 2014, the Centre for Aerospace Engineering in 2015; the Haughton Building for Teaching and Learning in 2016; the commencement of a thirty-acre South Sports Campus; and the acquisition of an additional forty-two acres for future growth in Carlow and Wexford.

5. An increased leadership role in the economic and social regeneration of our regions including the South-East, Mid-East and Midlands regions.

Many people have contributed to these successes, responding with professionalism, commitment and enthusiasm during a period of unprecedented uncertainty and change.

Within the evolving Irish higher education landscape, our Institute continues to assert its position as a strong, confident, progressive and ambitious institute with a commitment to delivering step changes in higher education provision and designation as a Technological University under new impending legislation.

In 2016 the two South-East Institutes of Technology at Carlow and Waterford committed to the creation of a connected and embedded unitary multi-campus Technological University that will deliver greater unity and direction across regional sectors, while further promoting regional development within the national and international context. Having navigated a particularly challenging time for the South-East Technological University project over 2014/2015, it is a welcome

development to have brought this project to its current status in 2016 with a re-engagement plan and State funding for 2017.

On the next stage of our journey we are resolute in our commitment to maintaining the highest quality of provision across all our activities, while closely aligning these with the evolving needs of our learners, external stakeholders and national imperatives. Following an institute-wide consultative process and series of cross-functional workshops, we have now refined our strategic initiatives under our five strategic goals as part of our 2016 mid-term review of our plan. The key initiatives are summarised throughout this report. Taken in conjunction with our mission-based performance compact agreement with the HEA, regional cluster arrangements and university designation ambitions, progress on these initiatives will ensure continued balanced high quality growth, strategic development and maximum contribution to society.

I thank most sincerely everyone who has contributed to the significant progress summarised in this report.

This is particularly impressive given the challenging economic environment in which we have all been operating. I look forward to your continued input, advice and support as we continue to meet the challenges and opportunities ahead.

Dr Patricia Mulcahy

President

Institute of Technology Carlow

December 2016

GOAL 1

Learner Experience and Graduate Attributes

We will optimise the learner experience to support the development of graduate attributes that meet the needs of learners and of modern society.

GOAL 2

Knowledge Creation, Application and Exchange

We will expand capacity and develop expertise within specific core domains. We will create, develop, apply and exchange knowledge to ensure highly skilled graduates and ideas to drive enterprise creation and development.

GOAL 3

Strategic Collaborations and Partnerships

We will build upon our strategic collaborations and partnerships, both nationally and internationally. These enhance our capacity, extend our reach, increase our relevance and maximise our impact.

GOAL 4

Societal, Economic and Environmental Impact

We will strengthen our engagement with the regions, communities and sectors we serve. We shall ensure access and progression opportunities.

We will share our knowledge and resources and we will learn from stakeholder feedback so that we will continue to enhance our contribution to the development of a creative, sustainable and fair society.

GOAL 5

Reputation, Public Confidence and Sustainability

We will continue to develop an internationally-oriented organisation, with a robust self-evaluation, peer review and quality enhancement culture, as we strive to embody the highest international standards of provision, transparency and stewardship of resources.

REVIEW 2016 AND PRIORITIES FOR 2017- 2018

Throughout 2016 we conducted a mid-term review of progress on implementation of the Institute of Technology Carlow's Strategic Plan 2014-2018 using a broad and inclusive consultative process involving all internal and external stakeholders. This was informed by the outcomes of a series of reviews for the monitoring, validation and enhancement of Institute-wide performance conducted over the past five years (summarised in the following pages). The purpose of the Strategic Plan Mid-Term Review 2016 was to provide both a retrospective view of the effectiveness of the plan to-date in bringing us towards our vision of being Ireland's leading Technological University, and a prospective view of the defining characteristics and priorities for the next two years of this current planning and implementation cycle.

The Strategic Plan Mid-Term Review 2016 is presented in this document and provides ample evidence for a strategic approach that has been remarkably successful in bringing the Institute to a higher level of performance and impact. We have made substantial progress across a wide range of activities. More importantly, and perhaps of most long-lasting significance, the plan and the planning process has copper-fastened our culture of strategic thinking, planning, actions, review and accountability. This culture is marked by innovation, visionary initiatives, resource development, and widespread connectivity with our constituencies.

STRATEGIC PLAN 2014-2018

PRIORITIES 2017 -2018

Our achievements have given us a strong sense of accomplishment and pride that is evident throughout the Institute and amongst internal and external constituencies. We have every reason to be confident that we are successfully charting a course for our Institute towards realising our vision for a connected multi-campus higher education institution:

- That acts as a focal point for leadership, innovation and policy direction, connecting our regions internally and externally for maximum economic and social impact.
- That is an education continuum in which we interact with our learners, researchers and collaborative partners throughout their lifetimes, empowering them to respond to their changing goals and needs.

- That has an academic community that increasingly transcends traditional disciplinary boundaries to facilitate the generation of new cross-disciplinary ideas, programmes and research not possible in more traditional faculty settings.
- That has a culture of engagement and innovation that endeavours to ensure no discernible barriers between our campuses and the community.

As we continue to plan for the future, we have refined our strategic initiatives under our five strategic goals to ensure continued balanced high quality growth, strategic development and maximum contribution to society.

Overview of Institute of Technology Carlow strategic planning, reviews and quality enhancement initiatives and milestones



STRATEGIC PLAN 2014-2018 PRIORITIES 2017 -2018

OUTSTANDING LEARNER EXPERIENCE

We are a learner-centred institution dedicated to the creation of an environment where our learners can achieve their full potential and where our graduates are fully equipped to achieve the highest personal and professional standards. We are committed to lifelong learning, equity of access, transfer and progression to ensure a significant, sustainable and socially responsible contribution to our regions, Ireland and the world. Priorities include:

- **Implementation of the graduate attributes project.** This will continue to shape our approach to the generation of professionally-ready graduates across all disciplines and give our graduates the strategic edge in employability and career advancement throughout their lifetime.
- **Increased digital capacity.** We have a modern and resilient IT physical infrastructure and virtual learning environment as a result of prioritised investment over many years. We are ideally

positioned to embark upon new initiatives incorporating an enhanced use of digital technologies across our multi-campus structure. We will implement strategic pilot projects within existing programmes and cross-campus and develop an integrated institutional strategic plan for blended, flexible and distributed learning.

- **Enhanced learner engagement.** We will implement a range of new initiatives across the domains of governance and management, teaching and learning, research and quality assurance to ensure learners are active partners in the creation of the learning process.

IMPLEMENTATION OF THE STRATEGIC PLAN FOR RESEARCH 2016-2020

The Strategic Plan for Research 2016-2020 has been designed to build on the internationally recognised achievements of our researchers and postgraduate learners. Through implementation of this plan, we aim to build research environments with critical mass, high ambition and strong international networks.

The successful implementation of this plan will be underpinned by ongoing strategic investment in infrastructure, personnel and policy developments and will accelerate progress towards reaching key metrics for Technological University designation. Priorities include:

- **Building research capacity and research culture.** We will continue to develop an enquiry based, research informed learning environment that will produce more research opportunities and outputs and positively contribute to the teaching and learning culture within the Institute.
- **Achieving research impact.** Members of our research community will be supported in increasing research productivity and performance through the publishing and dissemination of research, nationally and internationally. Through this plan we will further encourage and support the pursuit of research excellence and seek to maximise our impact through academic pathways and commercialisation and knowledge transfer routes.

STRATEGIC PLAN 2014-2018 PRIORITIES 2017-2018

- **Developing future research themes and research policy.** We have made significant progress in building and developing research themes and research impact. Our Strategic Plan for Research 2016-2020 will further enhance this culture and deliver benefits for our economic, social and cultural stakeholders. Our postgraduate attributes will ensure that researchers have the enterprise development and innovation skills necessary to contribute to the development of the economy and society.

DESIGNATION AS A TECHNOLOGICAL UNIVERSITY

Further clarity is anticipated on the national process, criteria and legislation; however, the broad parameters for an internationally credible Technological University are indisputable. This mid-term review has provided further opportunity to review progress to-date on our trajectory towards meeting Technological University criteria and establish additional initiatives that build on our achievements to-date. Priorities include:

- **Further investment in the talent of existing and prospective faculty and management with creative and innovative ideas and the qualities necessary to implement them.** This will be supported by the generation of increasingly diversified non-State funding streams and capacity building initiatives in staff development, research and innovation and new programme development directly linked to the needs of the economy and society.
- **Designation as a self-awarding body.** This will involve completion of ongoing reviews across the Institute, progress on recommendations arising from these reviews, and a strong 2018 Cyclical Institutional Review.
- **Collaborative capacity building with Waterford Institute of Technology.** This will include putting in place a supportive project governance and management structure to facilitate positive collaborative initiatives across and between all levels of both Institutes.

- **Development of strategic partnerships and coalitions with stakeholders.** All of our endeavours require strong national and international partnerships. In addition to working towards Technological University designation and with the Southern Regional Cluster, we will help shape the development of the new Technological Higher Education Association of Ireland as the policy voice for the Irish Technological Higher Education sector.

ORGANISATIONAL RESTRUCTURING REVIEW FOR CONTINUED DEVELOPMENT AND GROWTH

National demographic changes are increasingly evident in our primary catchment area of the South-East, Mid-East and GDA regions. Our recent projections, based on published statistics from the Department of Education and Skills and the Central Statistics Office, predict a potential increase in the total learner population from 7,000 to approximately 9,300. Following a 40% increase in learners over the past five years, this represents a further overall

STRATEGIC PLAN 2014-2018 PRIORITIES 2017 -2018

increase in total enrolments of 31% assuming maintenance of current participation rates for full-time and lifelong learners. Given the high degree of efficiency and high quality return on investment to-date to the State by the Institute, additional growth will require investment in capital and staffing levels. Further development of our organisational structure will also be required to support and further enable our continued successful transition to a larger, more complex and impactful higher education provider. Priorities include:

- **Organisational structure review.** We have continued to adapt our organisational structure as the Institute has entered different phases of its development. We are now entering a new phase in preparation for designation as a Technological University. We will review our academic structures encompassing faculties, departments and research units. We will also pursue appropriate recognition models for exceptional academic leadership in line with international norms. The professional

support services will also be reviewed with the goal of ensuring that they have the resources and capacity for growth.

- **Investment in our People.** The diversity of our staff is a key asset for the Institute as we continue to prioritise recruitment and retention of best available talent.
- **Infrastructural development.** We are committed to continuing to provide world-class facilities. We will continue to make strong representations under the higher education capital programmes while exploring alternative funding mechanisms.

PROVIDING LEADERSHIP IN REGIONAL AND NATIONAL INITIATIVES

Our leadership role in regional and national development is enabled by exceptional people, international partnerships, high-quality infrastructure and financial sustainability. We have a track record of flexibility, innovation and responsiveness throughout the recession and are exceptionally well placed to provide further leadership at this time of national recovery. We are committed to harnessing our

education and research to evolving economic and social objectives and to further enhancing our engagement and integration with regional development with a particular focus on the South-East, Mid-East and Midlands. Priorities include:

- **Utilising our human, physical and intellectual capabilities** to provide leadership to national and regional development initiatives including the Technological University, South-East, Midlands and Mid-East Regional Skills Fora, National Skills Strategy to 2025, the Action Plan for Education 2016-2019 and the International Education Strategy 2016-2020.
- **Delivering on our commitments under the South-East, Midlands and Mid-East Regional Action Plans for Jobs** while continuing to formulate new ambitious strategies aimed at enhancing balanced regional economic and social progress.



GOAL 1

Learner Experience and Graduate Attributes

“We will optimise the learner experience to support the development of graduate attributes that meet the needs of learners and of modern society”.

THE LEARNER EXPERIENCE

“ We will develop a distinctive Institute of Technology Carlow graduate, recognisable by a unique set of attributes...”

BY 2018 WE WILL HAVE:

- Reviewed our organisation structures to ensure the provision of the optimal learner experience to all of our current and future students.
- Implemented our Institute's graduate attributes frameworks reflecting the skill sets and qualities of the Institute of Technology Carlow graduate and further integrated these into the broad learner experience.
- Continued the service improvements to research students.
- Completed the implementation of the recommendations from Faculty, Campus and Professional Services reviews thereby enhancing teaching, learning and student support provision in innovative and novel ways.
- Piloted projects within existing programmes to incorporate blended, flexible and distance learning.

GRADUATE ATTRIBUTES

Through the Graduate Attributes project we aim to identify the essential qualities and traits that the Institute will engender in all of its graduates. Attributes are positioned around three interconnected dimensions: academic, personal and transferable. They represent the skillsets and qualities which our learners will have the opportunity to develop as part of their overall higher education experience. Graduate attributes are not limited to the individual's own discipline area, but can and should be developed through engagement within the Institute as a whole. This adds to the holistic nature of the graduate attributes and extends them beyond academic-related skills and qualities.

The process of refinement of the Institute's graduate attributes is being progressed through a bottom-up approach as part of the programmatic review process in 2015/16. Using programme learning outcomes as the starting point; these provide a rich vein of carefully thought out explanations from which to extrapolate the skills and qualities that will reflect better the attributes learners are developing.

By the end of 2017 the Institute will have published its graduate attributes charter that will encapsulate and highlight the learner experience of the Institute of Technology Carlow graduate. The process of further ingraining these attributes into our learning culture will be the focus of our ongoing activities.



GOAL 1
LEARNER EXPERIENCE AND GRADUATE ATTRIBUTES

“Excellence in Learning and Teaching”

TEACHING HERO AWARDS 2016

The National Forum for the Enhancement of Teaching and Learning in Higher Education in partnership with the Union of Students in Ireland (USI) presented 37 Teaching Hero Awards to teachers from Ireland's higher education sector in October 2016. The Awards marked the culmination of the 2016 Teaching Hero campaign that saw over 800 higher education teachers nominated by their students for these awards.

The 2016 awards followed the success of the Teaching Hero Awards 2014 in which Ms Jenny Russell of the Department of Electronic, Mechanical and Aerospace Engineering and Dr Eileen Doyle-Walsh of the Department of Humanities received awards.

Students described their most impactful teachers as being outstanding, knowledgeable communicators and emphasised the human touch as being an essential characteristic. Dr Eleanor O'Leary, Department of Sport, Media and Marketing, and Larry Banville, Department of Business received 2016 awards.

"The role of the lecturer is much more than simply giving the lecture and it's good that this award recognises the complexity of the lecturer's role," said Larry Banville.

Dr Eleanor O'Leary, Department of Sport, Media and Marketing, and Mr Larry Banville, Department of Business received National Teaching Hero Awards 2016



“Fostering active learner involvement in sporting, social, cultural and community-based activities”

A STUDENT VOLUNTEER'S VIEW

The President's Volunteer Awards, established in association with UNUM and Carlow Volunteer Centre, sets out to harness, acknowledge and support the contribution that students of the Institute make to their communities, whether on campus and its environs, within their own communities, or overseas.

The main aims of the awards are:

- To develop active citizenship and civic engagement by institute students,
- To create joint projects with our volunteer communities.
- To support the contribution that our student volunteers make to our communities.
- To foster civic and leadership skills amongst students.

The overall winner of the Volunteer award in 2016 was Samiya Mooge, fourth year student in Social Care.

Samiya became involved in volunteering only in the past few years. While she has always been interested in social issues and wanting to help people, she considered herself quite shy and quiet. Her course work placement brought her into contact with refugee children and she felt a close affinity to their plight, given her background and life experiences.

Samiya was invited to become involved with the African Diaspora Youth Network in Europe (ADYNE) and quickly became an important contributor to its work. She has received valuable training through her volunteering work and has presented at a UN conference attended by ambassadors and other senior dignitaries. She has travelled to events across Europe and Africa through this work and she has recently been elected President of ADYNE. Samiya is also a member of the National Youth Council of Ireland and an ambassador with the No Hate Speech Movement.

Journalist and Presenter
Miriam O'Callaghan
with Samiya Mooge



“Volunteering has given me more confidence, self-esteem and more belief in myself. It is important that volunteering is fun and Informal learning is a big part of this,” said Samiya Mooge.

GOAL 1

LEARNER EXPERIENCE AND GRADUATE ATTRIBUTES

2018 Ambition	We will achieve this through:	Progress to date
We will provide an outstanding learner-centred education experience underpinned by best practice in learning, teaching and curriculum design.	Promoting research-informed, innovative learning and teaching that enhances learner engagement and achievement.	The Institute's Teaching, Learning and Assessment Strategy has been implemented and is achieving the following objectives: <ul style="list-style-type: none"> • To ensure the relevance of programmes to the learner, employer and society; • To promote research and to foster quality learning and teaching. • To promote innovative teaching and learning practice.
	Ensuring that curricula reflect the relevant graduate national, economic and social needs and international standards.	Through Faculty and Campus programmatic reviews, the teaching, learning and assessment strategies of each programme was realigned in accordance with international best practice. Over 90% of undergraduate major awards now incorporate work-based learning.
	Supporting excellence in learning and teaching through staff development.	The MA in Teaching and Learning is offered to all academic staff. All new academic staff are offered a place on the Institute's new Certificate in Teaching and Learning 1 (Foundation) programme. In addition, this programme is offered to outside applicants and to date over 40 participants have completed this module.
	Providing a physical learning environment and supporting infrastructure in consultation with all stakeholders that enables and enhances an outstanding educational experience.	In September 2016 the Institute's newly built €10 million Haughton Building came into operation. It provides an additional 3 lecture theatres, 11 lecture rooms and 2 computing laboratories all of which are equipped with a comprehensive range of audio visual aids that enhance the learning experience of students.

2018 Ambition	We will achieve this through:	Progress to date
We will enhance the social, personal and holistic development of our learners by developing a vibrant inclusive community and identity.	Fostering active learner involvement in sporting, social, cultural and community-based activities.	The Institute has developed a thriving social and sporting culture for its student population. In a recent national survey (The Student and Sport Study Ireland 2015) 80% of Institute of Technology Carlow's students indicated a very high level of satisfaction with sport exercise provision (the comparable figure nationally was 61%). 56% of students actively participated in exercise activities (the comparable figure nationally was 39%).
	Enhancing the inclusion of the 'learner voice'.	Volunteering activities of students have grown and are given due recognition through the President's Volunteer Awards initiative, launched in 2013.
	Enhancing learner supports that are flexible and scalable.	In September 2016 the Teaching and Learning Centre adopted a more learner-faced approach by introducing a new online induction programme entitled ' <i>Academic Success</i> ', which was made available to all Institute of Technology Carlow students on all campuses. This allowed learners to better transition to higher education at a pace that was appropriate to them. This was also supported by classroom sessions during induction week.
	Increasing alumni involvement in Institute activities.	Building on successful social media campaigns, an Alumni office has now been established.
We will develop a distinctive Institute of Technology Carlow graduate, recognisable by unique attributes in addition to the knowledge, skills and competencies of the National Framework of Qualifications.	Articulating a graduate attribute framework in consultation with learners, staff and other key stakeholders.	An analysis of the graduate attributes, which have emerged from the programmatic reviews, is currently being conducted by the Teaching and Learning Centre for articulation in 2017.
	Enhancing our capability to embed graduate attributes within curricula and learning and teaching.	
	Embedding graduate attributes into the curriculum.	

Institiúid Teicneolaíochta Cheatharlach



At the Heart of South Leinster

A group of graduates in black and gold gowns are taking a selfie in front of a modern building with large glass windows. The graduate in the foreground is holding a smartphone and has a small yellow tuft of hair on his head. Other graduates are smiling and holding diplomas.

GOAL 2

Knowledge Creation, Application and Exchange

“We will expand capacity and develop expertise within specific core domains. We will create, develop, apply and exchange knowledge to ensure highly skilled graduates and ideas to drive enterprise creation and development”.

“We will embed a research, innovation and collaboration ethos across all programmes”

BY 2018 WE WILL HAVE:

- Built on the successful launch of the Director of COREs programme and the awarding of the Design + Technology Gateway to strengthen our enterprise partnerships with SMEs and MNCs.
- Achieved Level 10 Delegation of Awarding Authority for Health Sciences.
- Developed pathways for achievement of Delegation of Awarding Authority Level 10 in Design and Humanities.
- Formulated a structure for a cross-cluster graduate school to enhance the quality of postgraduate research education through the introduction of structured training and education in accordance with the national doctoral framework.
- Increased registered research student numbers and staff active research participation in line with Technological University criteria.

Industry engagement is all pervasive at Institute of Technology Carlow. Our academic community, staff and postgraduate researchers, are involved in collaborations with global industry champions that are seeing new knowledge and new products and processes being developed. These collaborations use industry knowledge and specialised facilities allied with Institute knowledge and specialised facilities. The case studies presented typify the approach to research and industry interaction

at Institute of Technology Carlow. Research and engagement are embedded within the undergraduate and postgraduate programmes across all our faculties. The Institute commitment to creating, developing, applying and exchanging knowledge provides the focus and the overarching strategic direction for building on the success of these case studies.

EXCELLENCE IN RESEARCH OPENS UP PRESTIGIOUS CAREER PATH

Dr Richard Lally was conferred with a PhD by the Institute in November 2016. Dr Lally's research work achieved distinction by winning the world's largest agriscience competition - the Alltech Young Scientist Graduate Award 2016. This award gave Richard a fully funded postdoctoral contract with global biotechnology company Alltech. Richard's post-doctoral work with Alltech will take him to Kentucky and will focus on addressing sustainable solutions to crop agriculture.

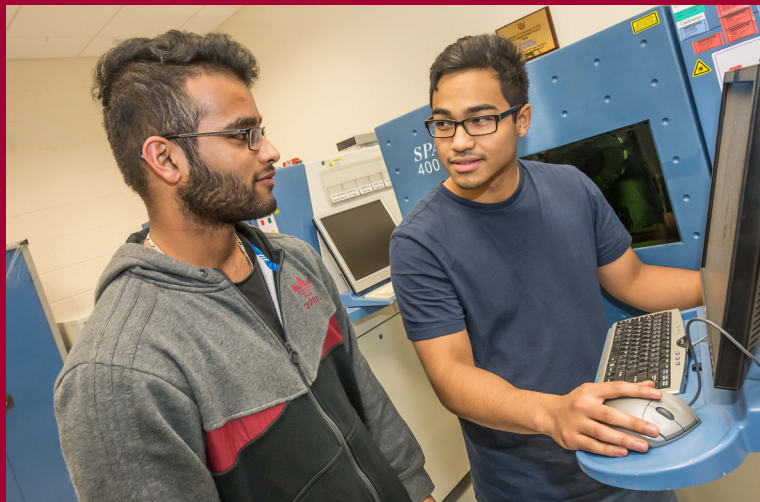


Dr Richard Lally

GOAL 2 KNOWLEDGE CREATION, APPLICATION AND EXCHANGE

“Supporting innovative knowledge creation, application and transfer through external collaboration”

Dr Darren Kavanagh is involved in a partnership with Boston Scientific, a worldwide developer of medical devices, that has seen specialist equipment, including Beamworks laser equipment and Leica microscopes from the company, utilised as extremely valuable resources for teaching excellence at both undergraduate and postgraduate level as well as for advanced industry focused research, development and innovation projects.



The Institute is a key driver of progress and development in Carlow and was an important consideration in the decision of US Fortune 500 company, UNUM to locate in Carlow. In 2016 Institute of Technology Carlow announced a research programme for employees of UNUM who are suitably qualified Masters or Doctoral candidates intending to pursue research with the newly established FinTech research group contained within gameCORE at Institute of Technology Carlow.



Kyle Nowak, Ray Shannon & David Bobo (seated) and are the first three Institute of Technology Carlow/UNUM postgraduate researchers. Also in picture (l/r) Oliver McKenna, Managing Director UNUM Ireland, Paul Barry, Lecturer; Joseph Kehoe, Lecturer; Declan Doyle, Head of Development; Chris Meudec Lecturer.

The Institute has strong connections with sporting bodies and clubs. A pioneering pilot study on sports concussion – the first of its kind worldwide – that will use the retina of the eye as a potential assessment tool in the diagnosis of concussions was launched in December 2016. Dr. Clare Lodge, a chartered physiotherapist and lecturer in sports rehabilitation and athletic therapy at Institute of Technology Carlow, will lead the project, which is being funded by the Irish Research Council. Consultant ophthalmologist Dr. David Kent will co-supervise the study. The research is being carried out by postgraduate researcher Ben Hunt. Ophthalmic instruments supplied by TopCon Eyecare and MED surgical will be central to the study.

Pictured at the launch, from left: Fergal Byron, TopCon Ireland, suppliers of ophthalmic equipment to the project; Dr. Clare Lodge, chartered physiotherapist and Institute Lecturer in sports rehabilitation and athletic therapy; Ben Hunt, postgraduate researcher to the project; Mr. David Kent consultant ophthalmologist who will co-supervise the study and Martin Mulhall Institute of Technology rugby player.



GOAL 2

KNOWLEDGE CREATION, APPLICATION AND EXCHANGE

2018 Ambition	We will achieve this through:	Progress to date
We will strengthen and sustain our RDI (Research, Development and Innovation) systems, development and support structures.	Managing the evolution of strategic research themes.	In 2015 the Institute formally established 5 "CORE" targeted research areas (designCORE, healthCORE, enviroCORE, gameCORE and engCORE). Each of these have designated CORE Directors. Research support, travel and conference schemes were enhanced and research student supports expanded.
	Developing and enhancing Quality Assurance and Enhancement procedures.	The Institute quality assurance and enhancement policies and procedures in Research Policy, Ethics in Research Policy, Collaborative Provision and Joint Awards have been peer reviewed by international expert panels. On foot of this, we achieved Delegation of Awarding Authority to level 9 for all activities.
	Commissioning and development of co-location RDI building.	In 2014 the Dargan Centre, a purpose built research, development and innovation centre was opened.
We will embed a research, innovation and collaboration ethos across all programmes.	Enhancing clear progression pathways through all National Framework of Qualifications levels and expanding research support programmes and culture.	The Institute has developed and grown its supervisory capacity to 32% by 2016. The number of registered postgraduate research students has increased by 140% in the past five years. Enquiry-based learning learning has been embedded across all programmes and clear pathways from NFQ Level 6 through 10 are being developed across each Faculty.
	Affirming innovation and collaboration as core programmatic deliverables at each level.	Academic staff with doctoral qualifications has increased from 18% to 31% in the same period. There has also been a very significant increase in the number of academic staff undertaking Level 10 postgraduate studies, rising from 2.6% in 2012 to 16.8% in 2016.
	Supporting innovative knowledge creation, application and transfer through external collaboration.	Collaboration with new partners has facilitated the growth in the numbers of enterprises supported through knowledge creation and knowledge transfer. The Design+ Enterprise Ireland Technology Gateway in particular has allowed Institute of Technology Carlow to reach a broad scope of SMEs which may not have been accessible without this partnership process with external agencies.
We will develop innovative and collaborative modes of programme delivery and research output with regional, national and international partners.	Devising and developing a suite of distinctively structured, work-based and professionally oriented offerings at National Framework of Qualifications Levels 9 and 10.	Over the past four year period the Institute has developed a broad portfolio of twenty innovative masters programmes across a range of discipline areas that encompasses Medical Device Regulatory Affairs; Interaction Design; Built Environment Management; Weapons Systems; Military Engineering; Sports Performance Analysis; Digital Marketing; Financial Services; Insurance and Risk; Tourism Marketing; Applied Social Care; Applied Research and Innovation; Data Science and Supply Chain Management. In addition a number of industry collaborative research studentships have been put in place in the Science and Computing discipline areas.
	Expanding existing and identifying and developing new strategically appropriate collaborative partnerships.	
	Enhancing institutional RDI capacity with appropriate collaborative and adjunct faculty.	The Institute has put in place a programme for Adjunct and Visiting Fellows and a number of both academic and industry based appointments have been made across a number of Faculties and Programmes.

2018 Ambition	We will achieve this through:	Progress to date
We will identify, define, develop and mentor key RDI-driven graduate attributes.	Identifying and defining Institute of Technology Carlow research postgraduate attributes in addition to the knowledge, skills and competencies of the National Framework of Qualifications.	The Institute continues to build its Technology Transfer capabilities. The present TTSI programme has been awarded the highest grade – 'A' – for achievement of targets and metrics. In 2016 €3.7 million was awarded to the Institute of Technology Carlow consortium to enhance further the technology transfer initiatives of the Institute.. European funded applications have been submitted to the Ireland-Wales Interreg Programme and the North-West Europe Interreg Programme.
	Defining and communicating Institute of Technology Carlow research postgraduate attributes at CORE and programme level.	Applicants from academic and research staff for RDI funding has increased with research funding being secured from schemes including the Irish Research Council's (IRC) Employment Based Postgraduate Programme. Institute of Technology Carlow has completed the 2nd highest number of Enterprise Ireland Innovation Vouchers of all HEIs.
	Developing and mentoring key RDI driven graduate attributes that equip our graduates with the expertise and capabilities they need to achieve their full potential within the global community.	The National Doctoral Framework has identified a range of core attributes that research students "acquire" as outcomes of their research programme. To develop these core skills and to help fashion and refine a distinctive and valuable set of attributes a core programme of modules has been developed to assist researchers in realising their potential in these areas.
	Refining our research ethics structures to address requirements at all applicable levels of the National Framework of Qualifications.	The Institute's Research Ethics policy, procedures and associated documentation provide a governance and management structure that fosters and safeguards a robust research culture and governance framework for all research led activity. These policies have been informed, inter alia, by the 2014 National Policy Statement on Ensuring Research Integrity in Ireland.

Institiúid Teicneolaíochta Cheatharlach



At the Heart of South Leinster



Conferring ceremony for Defence Force students 2016

GOAL 3

Strategic Collaborations and Partnerships

“ We will build upon our strategic collaborations and partnerships, both nationally and internationally. These enhance our capacity, extend our reach, increase our relevance and maximise our impact ”.

BY 2018 WE WILL HAVE:

- Pursued the strategic goal of establishing a Technological University for our region, aligned with national policy and legislation.
- Worked collaboratively with Waterford Institute of Technology on joint initiatives across all levels in both Institutes.
- Worked with the other HEIs in the Southern Cluster to achieve National Strategic Priorities.
- Worked with Carlow College, St. Patrick's to achieve local synergies for the benefit of our communities.
- Continued as sector leader in collaborative provision with our current and new partners, nationally and internationally, serving as role models in work-based education and recognition of prior learning.
- Reinforced our internationalised curriculum and strategic provision to ensure our graduates can thrive in a globalised society.

COLLABORATIVE WORKING WITH THE DEFENCE FORCES

Close collaborative working with the Defence Forces is just one of the high calibre national partnerships or collaborations the Institute has developed in recent years. The Institute is committed to strengthening these collaborations through consolidating existing programmes and the development of new validated programmes that are of direct value to our collaborative partners as well as those learners undertaking these programmes.

In collaboration with the Defence Forces, the Institute, since 2011, has developed 12 programmes in the areas of leadership, management and defence studies alongside Masters programmes in Engineering, Ordnance and ICT. These programmes build on work based learning and provide pathways to awards from Levels 6 - 9 on the NFQ. Since 2013, over 800 Defence Force personnel have achieved academic awards accredited by the Institute.

Under the Institute's quality assurance and enhancement framework for the monitoring, validation and enhancement of Institute wide performance, an independent review panel made the following observations in relation to this collaborative provision:

"The panel commend the Defence Forces and IT Carlow collaborative relationship between the two organisations and structured accreditation system which has been developed. The cultural shift towards career development education in the DF resulting from the collaboration is striking. That this has been a hugely positive development for both organisations, instructors and learners is clear."

(Institute of Technology Carlow and Defence Forces Collaborative Review Panel Sept 16).

“Despite the uncertainty [in the external environment], we are meeting Technological University criteria and increasing our outward visibility” (Comment from Staff Workshop May 2016)



GOAL 3 STRATEGIC COLLABORATIONS AND PARTNERSHIPS

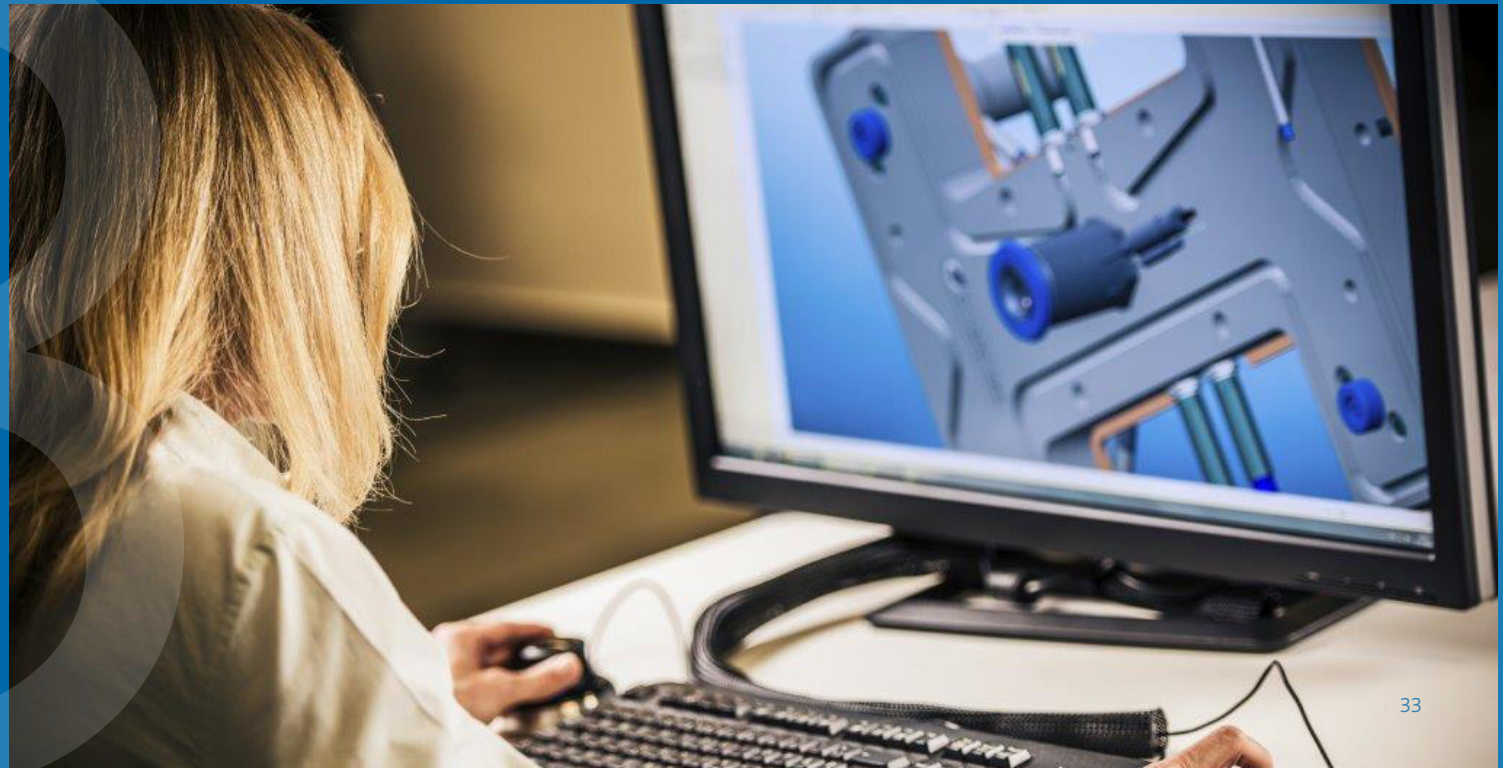
DESIGN+ GATEWAY CREATES OPPORTUNITIES FOR COLLABORATIVE RESEARCH AND DEVELOPMENT

Launched by the Institute in October 2016, Design+ Technology Gateway aims to give companies based in the South-East, Mid-East, Midlands and beyond an opportunity to develop their business through collaborative research and development while also nurturing networking synergies with industry in the area. This interdisciplinary technology gateway, funded by Enterprise Ireland, applies its industrial design capabilities to developing companies in the engineering, ICT & software and bioscience sectors.

The Design+ Gateway at Institute of Technology Carlow taps into the Institute's industry-focused academic researchers from its various faculties and enterprise hubs to work together with designCORE, healthCORE, enviroCORE, engCORE and gameCORE.

Speaking at the launch, Dr. Patricia Mulcahy, President of Institute of Technology Carlow, said the new gateway "reflects the Institute's pedigree and expertise in design since the 1970s and represents

a milestone in delivering near-to-market innovative solutions to companies in the engineering, ICT & software and bioscience sectors throughout the southeast and further afield. It will be an engine of growth for the region and provide further job opportunities for graduates".



GOAL 3

STRATEGIC COLLABORATIONS AND PARTNERSHIPS

2018 Ambition	We will achieve this through:	Progress to date
We will actively promote regional enhancement of higher education through the development of the Technological University (TU) project and the Southern Regional Clustering initiative.	Our commitment to the creation of a Technological University for the South-East.	The Institute has continued to strengthen its position in terms of meeting National criteria for Technological University designation. The government commissioned Kelly Report (2015) has helped overcome earlier difficulties and with further facilitation support, the project has received the approval and support of the governing bodies and presidents in both Institute of Technology Carlow and Waterford IT. A revised project plan has been agreed and additional funding support secured from the HEA.
	Contributing to the development of a higher education regional cluster between the Southern Institutes of Technology/ Technological Universities and UCC while participating in the collaborative projects agreed.	The Institute's commitment to the region and the Southern Cluster is being achieved through the "Action Plan for Jobs" and Regional Skills Fora. Working with employer bodies and regional industry, skills needs are being identified and a coherent operational structure has been established to respond to these needs. Partnership agreements have been reached with 28 further education providers across the region, including formal links with Laois and Offaly ETB.
	Joint Awards with National Higher Education Partners.	In 2015 the Institute achieved Delegation of Awarding Authority for Joint Awards.
We will strengthen and develop our strategic international relationships.	Establishing and sustaining key alliances and articulation agreements.	Since 2013 there has been a 23% increase in international alliances.
	Increasing and supporting learner recruitment from strategically identified international markets.	Opportunities for our students to study abroad have increased. Since 2013/14 the number of international learners has increased by 16%, from 331 to 390. This equates to 8.7% of full time enrolment. The Institute's Reserved Places Policy (2014) and its policy on the Admission of International Learners (2015) allows for the better management of international applicants.
	Enhancing internationalisation of our curriculum via learner and staff mobility opportunities.	The Institute has updated its curricula to ensure that it is accessible and relevant. This has been acknowledged by the HEA as part of the Strategic Dialogue process.
	Consolidating and further developing existing international strategic collaborations and partnerships.	Ongoing development work includes collaborative work with institutions in Malaysia and work on a shared and joint research project with Shanghai Finance University in the Fintech domain. Additionally, the Institute is working closely with the US multi-national UNUM, to further develop its Fintech programme, which is also an important component of the South-East Regional Action Plan for Jobs.

2018 Ambition	We will achieve this through:	Progress to date
We will strengthen and develop national collaborative relationships and alliances.	Identifying and developing new national alliances and collaborative partners.	Since 2013 there has been a 27% increase in national alliances.
	Expanding existing and identifying and developing new strategically appropriate collaborative partnerships.	The Institute will launch a managed consultancy programme, commencing January 2017. This Knowledge Transfer Ireland pilot programme intends to tap into the specialist skills and expertise located in the region's HEI's - (Maynooth University, Institute of Technology Carlow and Athlone IT) - in order that these may be utilised by organisations across the region in order to bring new synergies and skills to help innovation and growth.
	Developing alliances for organisation based learning opportunities.	The Technology Transfer Strengthening Initiative (TTSI) Programme 3 commences in January 2017 and involves Institute of Technology Carlow, Athlone Institute of Technology, Waterford Institute of Technology and Maynooth University.
	Further developing our role as a key driver of social and economic development within our locality, through active partnerships with local authorities, business enterprises and the voluntary sectors.	The Institute has secured 5 years funding for its New Frontiers programme, with partner Institute Waterford Institute of Technology. The Institute works with local enterprise offices, County Councils and Enterprise Centres to help support and drive social and economic development. Recent successes have included work with the "Inspire Rathdowney" project which is primarily concerned with transferring learning from innovation best practice, derived from EU projects, to the Region Economic Development Zones (REDZ). Over 40 companies participated in this initiative.
	Building new relationships with entrepreneurs, SMEs and multinationals to address the enterprise, innovation and education needs of our regional cluster.	The Institute remains committed to engaging with entrepreneurs, SMEs and multi-national organisations to share its expertise and specialist skills. The Enterprise & Research Incubation Centre continues to support the growth of indigenous companies. The Design+ Technology Gateway provides additional resources and a structured pathway for industry to access the Institute's multi-disciplinary team of experts in design, engineering, ICT and bioscience to work on solving close-to-market commercial needs.

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At the Heart of South Leinster



GOAL 4

Societal, Economic and Environmental Impact

“ We will strengthen our engagement with the regions, communities and sectors we serve. We shall ensure access and progression opportunities. We will share our knowledge and resources and we will continue to enhance our contribution to the development of a creative, sustainable and fair society ”.

BY 2018 WE WILL HAVE:

- Exceeded Technological University criteria relating to the implementation of access, transfer and progression opportunities including increased further education pathways, lifelong learning, apprenticeships and flexible and work based learning programmes.
- Successfully completed programmes that will have seen more than 400 companies engage with the enterprise development initiatives of the Institute through national and international funding programmes including INTERREG V, Enterprise Ireland Technology Gateway programme, New Frontiers, and Horizon 2020.
- Built an alumni network that integrates our graduates into our teaching, research and engagement activities.
- Developed a framework for cooperation and collaboration with partners in the creative and cultural sectors to add value to initiatives such as the South-East Creative Corridor, the Action Plan for Jobs design led actions.
- Pursued sustainability initiatives that help reduce energy usage, increase recycling, and overall reduce environmental impact.

OVER €5 MILLION TO SUPPORT ECONOMIC DEVELOPMENT

The Institute and our various consortia partners have been awarded over €5 million to support economic development activities for the region. These include our Enterprise Ireland Technology Gateway, Design + and the New Frontiers national entrepreneur development programme. These initiatives will see us work with in excess of 400 companies by 2018.

Most recently the Institute, as part of a consortium of Higher Education Institutions (Maynooth University, Athlone Institute of Technology and Waterford Institute of Technology) has been awarded over €4mn under the Technology Transfer Strengthening Initiative (TTSI phase 3) and a Managed Consultancy Pilot Programme, which is a new KTI initiative, to support its five year programme, to run from 2017-2021. The funding has been awarded (part funded and supported by Enterprise Ireland) through a competitive process and is based in part on research income of institutes, metrics targets and metrics completion rates, past commercial activities and achievements. This consortium is recognised as a leading consortium and Rated A by an international panel of experts.

The strategic objective of the pilot programme is to extend the range of ways in which industry (and other organisations) can benefit from access to the broad knowledge and expertise in our Institute and to have this managed in a way that ensures ease of access, ease of transaction and simplicity and consistency in the process.



GOAL 4

SOCIETAL, ECONOMIC AND ENVIRONMENTAL IMPACT

“We will strengthen and sustain equitable access, transfer and progression opportunities for all learners”

SOCIETAL CHANGE THROUGH EDUCATION

The Institute has long been an agent of societal change through education. We believe the implementation of our mission has a positive impact on the civic, social, environmental and economic life of our region. The National Skills Strategy and the Regional Skills Fora present an opportunity for the Institute to take a leading role in the integration of the different strands of the education sector with identified areas for economic development and skills alignment. In the South-East considerable progress has been made to develop linkages and communication lines in pharma, agrifood, engineering, ICT, global business services and construction. Similar initiatives are being pursued with the Mid-East Regional Skills Forum.

Population projections from the CSO continue to indicate strong growth in the Dublin, Mid-East Midlands and South-East regions. Population growth in the South-East region to 2031 is estimated

between 6.6 – 10%. In the same timeframe the age group 20-24 is expected to grow between 7.7 – 10.6%. Forecasting from data provided by the statistics section of the DOES the post-primary school population in the Institutes catchment area is projected to increase by over 17,000 by 2021 (19% increase).

Between September 2015 and January 2016 the Institute secured 404 Springboard places (41% Level 6, 9% Level 7, 31% level 8 and 19% Level 9) and this represented a 177% increase on the previous year's uptake. Data from the HEA shows that the Institute outperformed both university and technological sectors in filling allocated places. The success of Springboard+ has been built on the ability of the Faculty of Lifelong Learning to respond quickly and effectively to this and other initiatives. This complements the Institute's broader lifelong learning strategy which has delivered the highest percentage of lifelong learners in the Higher Education sector, which currently stands at 36%

(WTE) of all Institute learners and marks a 16% increase in 2015/16 from the previous year. In 2015 a new High Performance Entry (HPE) scheme was introduced. The aim of the HPE scheme is to enable high achievers to achieve their dual ambition of a high quality education and performance in their chosen field. It currently applies in three areas – Sport, Active Citizenship and Innovation/ Entrepreneurship.

As acknowledged national leaders in the provision of Lifelong Learning programmes, our strategy will stimulate and inspire greater participation and inclusivity in higher education by all members of our community. We continue to meet and exceed targets of the national access plan through our programme of increased opportunities, innovative pathways and FET linkages.

A collaboration by artists and staff members of the Wexford Campus School of Art and Design Dr Orla Ryan, Alanna O'Kelly and Brian Hand was commissioned as part of the An Post GPO Witness History public art commissions for 2016. It was exhibited in the GPO in April, then moved to the Vietnamese Women's Museum

in Hanoi, and subsequently in the Visual Arts Centre in Carlow. The artists explored the role of women couriers who memorised the Proclamation on their journeys out of Dublin early on Easter Monday morning. The women became human telegraphs, the pressure of the despatch always with them.



Brian Hand and Dr Orla Ryan

Minister for Health Simon Harris, TD witnessed the signing of a formal agreement between the Institute and Bray Institute for Higher Education (BIFE) in August 2016. The Memorandum for Agreement provides students in BIFE with enhanced progression opportunities into higher education programmes in Institute of Technology Carlow. Minister Harris described this as "a wonderful opportunity for students in Co Wicklow and beyond to progress to education courses and career opportunities that higher education offers." The Institute has similar agreements with 28 further education providers across the region.



Pictured from left: Dr Patricia Mulcahy, President, Institute of Technology Carlow, Minister Simon Harris, TD and Mr Ray Tedders, Principal BIFE

GOAL 4

SOCIETAL, ECONOMIC AND ENVIRONMENTAL IMPACT

2018 Ambition	We will achieve this through:	Progress to date
We will strengthen and sustain equitable access, transfer and progression opportunities for all learners.	Developing non-standard entry routes and enhancing social inclusion across all disciplines.	The Institute has established an Access and Widening Participation policy.
	Committing to part-time and flexible offerings incorporating innovative modes of delivery at all levels.	The Institute has succeeded in increasing its Lifelong learning student numbers by 20% since 2014; it now has the highest % of lifelong learners in the country. It has increased its overall learner population to 7,000 (from 5,000 in 2012) and we are now the 4th largest Institute of Technology.
	Proactively responding to national activation initiatives while maintaining our position as the market leader for life-long learning opportunities.	In 2014-15 the Institute increased the numbers on its Springboard+ programmes by 177%. It has generated 126 new awards from special purpose to taught Masters thereby opening up new pathways for the learner. The Institute is an active contributor to the QQI national RPL practitioner network.
	Sustaining a comprehensive offering across Levels 6 to 10 of the National Framework of Qualifications, ensuring progression and transfer opportunities for all learners within our regional cluster and developing our graduate education programme.	The Institute has focused on enriching the first year experience of new entrants which has successfully impacted on early retention rates. The Institute's Recognition of Prior Learning (RPL) policy and procedure has successfully opened up additional pathways for those with significant life/work achievements to have these validated as part of their valued learning.
	Embedding social innovation, community based learning and research and environmental awareness into our programme portfolio.	The work readiness of graduates continues to be a central theme in the design and content of programmes and work placements.

2018 Ambition	We will achieve this through:	Progress to date
We will continue to strengthen our civic, social and environmental engagement with the regions, communities and sectors we serve.	Communicating and collaborating with the regions, communities and sectors we serve to enhance our contribution to their social, cultural and economic development.	The Regional Skills Fora in the South-East, South West and Mid-East is the key conduit of the Institute's communication and collaboration strategies in the region and beyond. Partnership agreements, the mapping of skills in the region and skill needs, improving student pathways through further and higher education are some of the ways this is achieved.
	Developing, implementing and promoting an environmental sustainability policy.	The Institute has enhanced sustainability through the design of its new buildings, the management of its waste services, including its emphasis on recycling, and smarter travel campus initiatives. The Institute remains on course to achieve the energy efficiency targets set by the Sustainable Energy Authority Ireland (SEAI) for 2020.
	Cultivating open, innovative relationships with regional business, enterprise, professions and economic communities.	The Institute is committed to building strong and productive relationships with a range of organisations through the delivery of tailored educational programmes, research and technology transfer initiatives and the roll out of new structured post graduate programmes for Masters and Doctoral students.
We will support industry to increase employment and create employment opportunities.	Building entrepreneurial and knowledge capacity in the region by fostering research which supports economic growth.	<p>The Institute continues to build its reputation with regional enterprise, communities and professional bodies through the depth and breadth of these interactions. Notable achievements include:</p> <ul style="list-style-type: none"> • €4 million awarded from Enterprise Ireland to grow technology transfer and commercialisation. • Enterprise Ireland Design + Technology Gateway established in January 2016 which achieved over 120% of year 1 targets. • The President's Awards that help drive research and innovation activities.

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At the Heart of South Leinster



GOAL 5

Reputation, Public Confidence and Sustainability

“ We will continue to develop an internationally-orientated organisation, with a robust self-evaluation, peer review and quality enhancement culture, as we strive to embody the highest international standards of provision, transparency and stewardship of resources ”.

BY 2018 WE WILL HAVE:

- Maintained our position as a high performing Category 1 higher education institution as determined through the HEA Strategic Dialogue/Performance Funding.
- Commenced the formal processes for Institutional Review 2018/19 with QQI focused on quality enhancement and building on the outcomes of a comprehensive set of reviews undertaken across the organisation.
- Continued to prioritise development, recognition and support mechanisms for all staff using international benchmarks.
- Further incorporated the learner voice in all aspects of the Institute.
- Worked with other Higher Education Institutions to establish equivalency recognitions of practical and research experience at Level 10.
- Embedded the principles set out in the Athena SWAN charter in continuing to promote inclusivity, participation and equality.

The Institute demonstrated "...an excellent model of transparency for the sector, which gives visibility for the quality environment in which they operate and...further embeds trust amongst all stakeholders in relation to their policies and procedures, programmes and registers, and most importantly activities in relation to all of their reviews and outcomes of same"

Quality and Qualifications Ireland (QQI), Annual Dialogue meeting 2016

ENHANCING A QUALITY ETHOS

The Institute is committed to an internationally-benchmarked quality assurance and enhancement culture underpinned by robust self-evaluation and peer review processes. As the Institute prepares for Institutional Review in 2018/19, it has proactively driven its periodic review of all academic activities, including detailed programme reviews and broader Faculty/Campus reviews.

The Institute has moved to bring this level of examination to each professional and learner support function through a systematic evaluation of all its professional operations and services by 2018 and thereafter every five years. This Professional Support Services (PSS) Review was completed by the Library and Computer Services in 2016. The other professional services areas are committed to completing similar reviews by 2018.

"The panel commends the evident innovative, positive and proactive culture of the Library as well as its learner and staff centred focus and civic engagement activities"

"We... commend and congratulate the LLL centre and the extended campus on their innovation, collaborative provision success, and growth rates, and commend both the regional focus of provision and the flexibility and breadth of programmes currently being provided which are clearly benefitting learners and the communities served"

Lifelong Learning Strategic Review Report 2015





GOAL 5 REPUTATION, PUBLIC CONFIDENCE AND SUSTAINABILITY

HIGHEST INTERNATIONAL STANDARDS OF PROVISION, TRANSPARENCY AND STEWARDSHIP OF RESOURCES

Ireland invests over €2 billion in its higher education and research system each year, almost two-thirds of which is provided by Irish taxpayers. For the past three years, the Higher Education Authority, working closely with the Department of Education, has been spearheading a new approach to the performance of the higher education and research system. Under this new relationship, the Government sets out what is expected from the system under seven headings, including meeting skills needs, equity of access and excellence in research, and knowledge exchange.

Institute of Technology Carlow entered into a performance compact with the HEA to agree strategic objective indicators of success that align our mission, strategy and profile with national priorities. This agreement provided metrics to assess our performance over a three year period. HEA has concluded two rounds of performance reviews and made funding decisions based on measurable performance outcomes. Institute of

Technology Carlow has over the course of these two cycles consistently demonstrated a high level of performance and a strong capacity to plan strategically and manage our affairs.

Our success is also driven by benchmarking our performance with national and international exemplars.

“...institutes which were more ambitious in their plans over the period included: Institute of Technology Carlow (40.2% growth), fuelled by a continuation of its trend of significant student growth, underpinned by strong demographics and further expansion of part-time provision”

(HEA report “Financial Review of the Institutes of Technology” Oct 2016)

GOAL 5

REPUTATION, PUBLIC CONFIDENCE AND SUSTAINABILITY

2018 Ambition	We will achieve this through:	Progress to date
We will further embed quality assurance and enhancement arrangements, leading best practice and meeting all statutory requirements.	Achieving and maintaining alignment between our quality assurance framework and international standards and guidelines.	The Institute has completed its Quality Assurance work plan as set out in 2012 and pro-actively monitors and enhances its processes and systems. It has achieved Delegation of Awarding Authority (DA) to issue Level 9 (Taught, Research and Joint Awards) from Quality and Qualifications Ireland (QQI). This is coupled with DA to Level 10 in the Life Sciences. Since 2013 all independent panel reviews of all Institute activities in Faculties, Campuses and Professional Support Services have consistently reported positive assessments.
	Enhancing the quality ethos through engagement with staff, learners, industry, local communities and collaborative partners.	The Institute has been the first Institute of Technology to initiate a review of its professional services; two areas have completed the review and the other areas will complete within the next 2 years.
We will provide a multi-disciplinary presence while facilitating progression to the highest possible level in specialist areas.	Reviewing our programme portfolio to facilitate maximum opportunities for learners.	The Institute has completed an independent quality and strategic review of all its academic activities and the outcomes of these are published on the Institute's website.
	Enhancing the provision and communication of access routes to programmes for non-standard entrants.	Access targets have been achieved and pathways for non-standard learners have been clearly set out to support and expand student progression opportunities.
	Embedding social innovation, community based learning and research and environmental awareness into our programme portfolio.	Building upon our achieved commitments under ' <i>Transitions</i> ', pathways from further education to higher education in the Institute have been enhanced through better, more structured links with Further Education providers across the Institute's catchment area. Retention rates of students, particularly those in the first to second year cohort, are amongst the highest in the technological sector.
We will reinforce public confidence in all activities of our Institute.	Enhancing external engagement with academic programmes.	Appropriate Public Body recognition has been achieved for our programmes of study.
	Communicating the activities of our Institute, our achievements, programmes and partnerships and contribution to society and the economy.	Quality Assurance and Enhancement Review outcomes are available to all on the Institute's website. The Institute's annual reports are also available online.
	Increasing corporate and individual membership of external bodies.	Membership on external bodies has increased and collaborative working enhanced in the areas of programme development, regional engagement and specialist support offered to organisations.

2018 Ambition	We will achieve this through:	Progress to date
We will embody the highest standards of governance, stewardship and accountability.	Maintaining and publishing accurate and objective information on all our activities including corporate governance and financial matters.	The Institute is recognised by the HEA as achieving Category 1 through its Performance Compact through two cycles and the Institute has successfully re-engaged with QQI through its defined processes.
	Providing access to services through technology so as to continually facilitate effective management.	In its October 2016 Financial Review of the Institutes of Technology the HEA described Institute of Technology Carlow as one of only 4 Institutes that are in a relatively secure financial position. The report stated: <i>"... institutes which were more ambitious in their plans over the period included: Institute of Technology Carlow (40.2% growth), fuelled by a continuation of its trend of significant student growth, underpinned by strong demographics and further expansion of part-time provision."</i> In the HEA's review of Gender Equality in HEIs (2016), the Institute has demonstrated gender parity in its Governing Body and Academic Council membership. Current management group composition is 40% female and 60% male.
We will ensure that the Institute has sufficient resources to operate at an optimum level.	Consolidating and diversifying income streams	Since 2014 the Institute's €100 million development programme has delivered 3 new buildings that have greatly enhanced our research, technological transfer, teaching and workshop facilities.
We will prioritise the quality, reputation and productivity of all our personnel.	Continuing to develop and enhance the staff qualifications profile.	The successes and ambitions of the Institute is critically reliant on the quality and commitment of our staff. 31% of academic staff have achieved a Doctorate qualification with a further 18% currently undertaking doctoral studies. 32% of staff are now active in research supervision at Levels 9 and 10. Overall staff numbers have grown by 19% (WTE) with a 28% growth in academic staff numbers (WTE). High levels of engagement are evident in the large numbers of staff who became directly involved in reviewing this strategic plan, or the numbers who undertake additional training and development opportunities.
	Implementing our performance management framework.	
	Continuing to recruit and retain high quality staff.	
	Fostering a high engagement culture.	

GOAL 5
BUILDING FOR OUR FUTURE – NEW DEVELOPMENTS



BARROW CENTRE
January 2012



HAUGHTON BUILDING
September 2016

**NEW SPORTS
CAMPUS SITE**
Planned Opening 2018



DARGAN CENTRE
March 2014

NEW SITE
2017

**INSTITUTE OF
TECHNOLOGY
CARLOW
MAIN CAMPUS**

NEW SITE
Planned
for Student
Accommodation



CENTRE FOR AEROSPACE ENGINEERING
February 2015

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