

“inspiring individuals  
transforming society”

Institiúid Teicneolaíochta Cheatharlach



INSTITUTE of  
TECHNOLOGY  
CARLOW

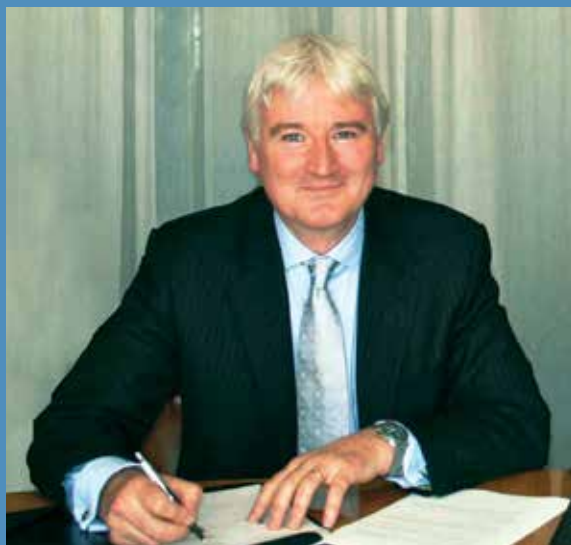
At the heart of South Leinster

## Strategic Plan 2014 - 2018



INSTITIUID  
TEICNEOLAIOCHTA  
CHEATHARLACH

## Chairman's Foreword



John Moore  
Chairman of the Governing Body  
Institute of Technology Carlow

On behalf of the Governing Body, I welcome the publication of this strategic plan for 2014-2018. As a large, complex, modern Higher Education Institution, a clear strategy with defined goals enables us to align our day-to-day endeavours with a common purpose and direction, imbued by shared values, as we strive to craft a reality from our vision.

I commend the members of the Institute, as the creation of this strategic plan has truly been a collaborative effort. Ownership through collaboration confers authority and authenticity and has created a powerful document, which articulates our common vision and values and defines our strategy around five pillars of our Institute; our learners, our knowledge, our partners, our society and ourselves.

History has demonstrated that the key to success of all great strategic endeavours is diligence, perseverance and belief. The Governing Body embraces its strategic leadership and monitoring role in the achievement of this new and exciting strategic plan. It is understood that we live in a dynamic and changing environment which will warrant strategic shifts such that this plan will evolve and change over its life. We will continue to enthusiastically support all members of the Institute through the implementation and evolution of this strategic plan.

John Moore  
Chairman of the Governing Body  
Institute of Technology Carlow

# Foreword



## President's Introduction



Dr Patricia Mulcahy  
President

Ireland in the 21<sup>st</sup> Century is a dynamic changing country in an increasingly globalised world. As a small open economy, the pace of change has never been greater. Higher Education is at the heart of this change and the Institute of Technology Carlow is to the forefront of changes in Irish Higher Education.

This Strategic Plan gives us the opportunity to re-evaluate and chart our future direction over the next five years and beyond. This plan sets out our mission, vision and goals and provides the direction and leadership to ensure our continued success and optimum contribution to Irish society.

We have built this plan upon a clear understanding of our purpose, a set of deeply held beliefs and values, a review of our history and successes, and a keen appreciation of our future potential.

We have developed this plan through a broad inclusive consultative process. Our staff, learners, collaborative partners and external stakeholders have brought their considerable knowledge, experience and abilities to deliver on this five year plan, while also setting the over-arching direction to achieve our 2030 Vision - To be Ireland's Leading Technological University, Inspiring Individuals - Transforming Society.

Over the duration of this plan we intend to make considerable progress towards the multi - campus Technological University for the South East of Ireland envisaged in the Programme for Government. This is being done in partnership with Waterford Institute of Technology.

Our shared vision for the new type of University has been articulated in a joint submission to the Higher Education Authority in 2012 – The South East Institutes of Technology in the Future Higher Education Landscape. This shared vision has greatly informed the current Strategic Plans of both Institutes as we continue to work together to ensure that the new Technological University - with campuses across the South East Region in the counties of Carlow, Kilkenny, Waterford and Wexford - will become a reality and will be well placed to meet future national and regional needs.

Higher learning and research are of vital importance to economic and socio-cultural development. Our primary purpose is to educate, to undertake research and to contribute to the sustainable development and improvement of society as a whole.

# Introduction

Over the duration of this plan, we aim to meet challenging national and international priorities that include: meeting national human capital needs; ensuring the quality of the learner experience; enabling participation and access; engaging in knowledge production, quality research and innovation; enhancing enterprise and community engagement; developing the international profile of our organisation; and ensuring transparency and accountability.

An outstanding learner-centred experience is key to our learners achieving their highest professional and personal potential. Our graduates are equipped to pursue productive, successful and fulfilling careers, and to have an appreciation of their personal attributes and potential for contribution to society. We will introduce additional strategies to continually enhance all aspects of our learning environment and the learner experience.

Innovation creates economic growth and high quality research creates innovation. We have recently invested in a world-class physical infrastructure which will further support the growth and development of our research, development and innovation activities. Over the lifetime of this plan, further strategies will be prioritised to support our researchers in building critical mass in strategic areas, and to attract high quality resources to meet regional and national economic and social needs.

Collaboration is the key to optimising synergies and output in Higher Education. Over the lifetime of this plan we will pursue our goals in the context of the newly established Higher Education South Regional Cluster encompassing the Institute of Technology Carlow, Cork Institute of Technology, Institute of Technology Tralee, Waterford Institute of Technology and University College Cork. We are committed to the agreed objectives of this cluster focused on enhancing co-operation across the institutions in support of regional, economic, social and cultural development.

This plan articulates the passion, drive and commitment of all to achieve the mission, vision and goals for the greater good of our region and country. It will guide us in the coming years as we steer a true and steady course for the Institute.

I thank all of you who have contributed to us reaching this important milestone in our development.

Dr Patricia Mulcahy  
President





“Engage with Society, Learn through Engagement,  
Challenge through Learning and Lead through Innovation”

Engage  
Learn  
Challenge  
Innovate

The Mission of Institute of Technology Carlow to Engage, Learn, Challenge and Innovate is 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.

Mission

# 2030 “To be Ireland’s Leading Technological University, Inspiring Individuals - Transforming Society”

Through education we inspire a lifelong passion for learning, exploration and discovery that will ensure leadership with a global outlook and innovative approaches to sustainable economic, social, cultural and personal development.

We embrace access, equality of opportunity and progression in order that our diverse learner population is empowered to succeed as citizens of a challenging world.

We blend theoretical with applied enquiry, scholarly, professional and vocational pursuits with scientific and creative expression in a wide portfolio of multi-disciplinary programmes. Through these we serve to improve our region, our country and our world.

We champion a co-operative teaching and research culture that connects with other higher and further education institutions, schools, industry, regional communities, government and non-governmental development agencies.

We actively nurture continuous enhancement of all of our relationships to progress excellence in innovation, knowledge transfer and reputation in an international higher education landscape.

# Vision 2030



'Portal of Light', Keiichi Tahara, 2001.  
The Portal of 'light' at the Institute of Technology Carlow, is made of local Carlow granite.



# Values

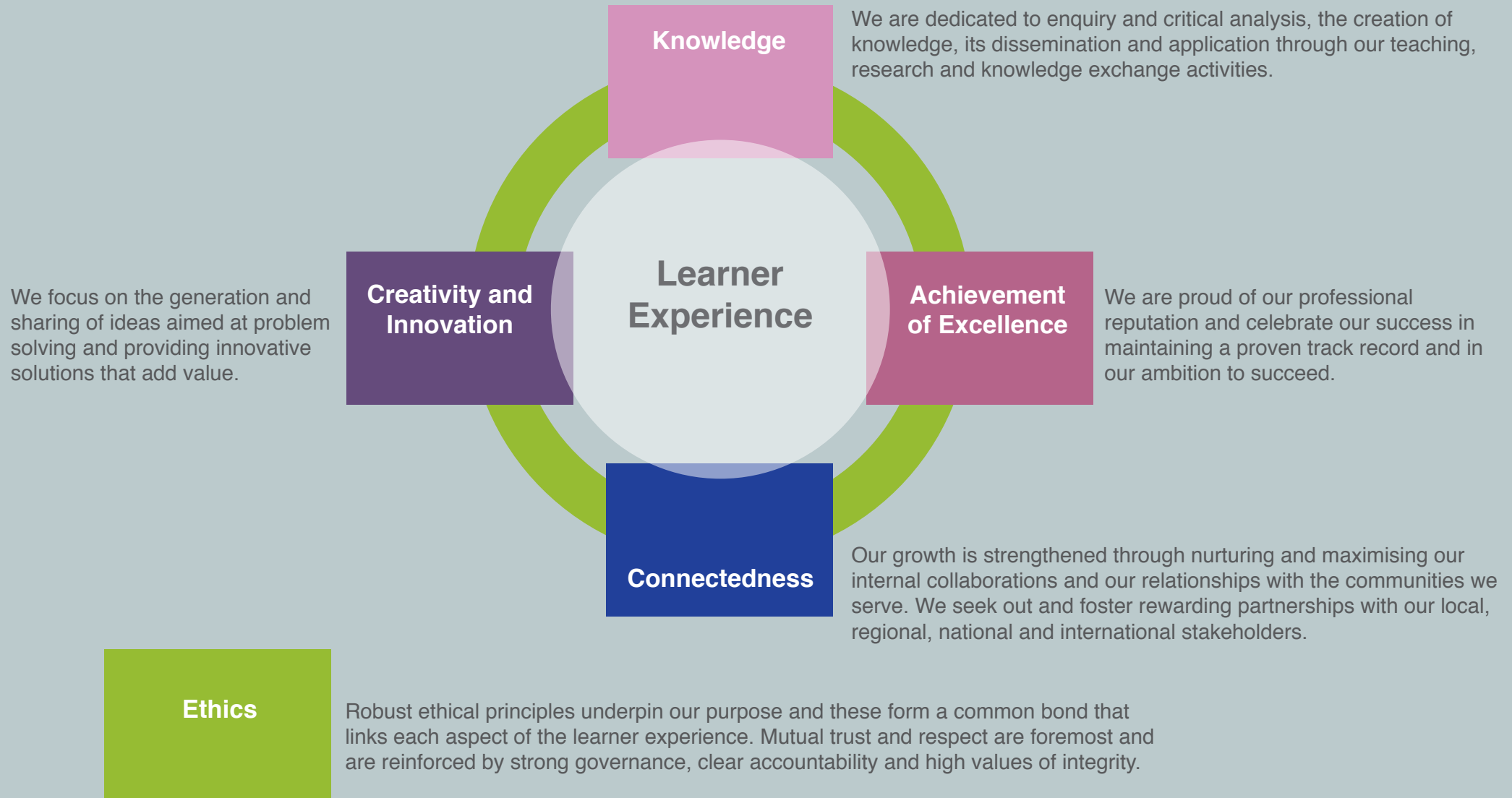
**In all that we do we hold to our over-arching core value of the learner experience, sustained and enriched by our commitment to knowledge and the achievement of excellence; to the principles and practice of connectedness; to creativity and innovation; and to ensuring high standards of integrity, moral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

Values



# Learner Experience

We foster an inclusive and positive environment that values and supports learners in achieving their highest potential.  
We expect learners to be successful and to have pride in the achievement of their goals.





# Goals and Strategy

# Goals

The background of the slide features a photograph of students in a classroom. On the right, a young woman with brown braided hair, adorned with blue fabric flowers, is shown in profile, looking down at a book or paper. She is wearing a light blue t-shirt and a gold hoop earring. To her left, another student is partially visible, wearing a floral patterned top. The overall scene is brightly lit, suggesting a typical classroom environment.



# Goals and Strategy

01

**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.

02

**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.

03

**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.

04

**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.

05

**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.





# 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.”**

We are a learner-centred institution, dedicated to the creation of an inclusive and positive environment where all of our learners can achieve their full potential. This is a guiding principle for all of our activities.

We are committed to a learning and teaching culture focused on ‘knowledge in use’. This involves providing all learners with the highest quality learning and teaching experience; integrating research; enhancing the first-year experience; ensuring flexibility of programme provision; and strengthening the focus on learning outcomes to ensure that all of our graduates are equipped for the challenges and opportunities of a dynamic, globalised, knowledge based society.

Our ethos of practice-oriented education and research is underpinned by our commitment to in-programme exposure to professional practice via industry work learning, clinical placements and simulations, ‘live’ projects for industry and community organisations and practitioner engagement at all levels of programme provision.

We continue to promote the holistic development of learners in a supportive professional environment meeting their personal, social and educational needs. We will continue to enhance and integrate professional learner support services and to encourage vibrant Clubs and Societies through partnership with the Students’ Union and the learner body.

We will further enhance the professional and academic development of our teaching staff and ensure that the highest quality standards are embedded in all of our programmes. We will continue to invest in our people, our facilities and our services to ensure that we continue to deliver an outstanding learner experience.

# Learner Experience and Graduate Attributes

2018 Ambition	We will achieve this through:	Measures <sup>1</sup>
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.	Development and implementation of an IT Carlow teaching, learning and assessment strategy and operational plan that: <ul style="list-style-type: none"> <li>(a) promotes innovative learning, teaching and assessment;</li> <li>(b) supports transition to third level education;</li> <li>(c) fosters learner engagement and enables independent learning;</li> <li>(d) enriches learning and teaching by drawing on international best practice in the use of learning technologies and blended learning.</li> </ul>
	Ensuring that curricula reflect the relevant graduate national, economic and social needs and international standards.	Development and implementation of models of curriculum design that: <ul style="list-style-type: none"> <li>(a) embed graduate attributes;</li> <li>(b) support a work engagement model;</li> <li>(c) enhance and integrate international experience.</li> </ul> Review of current programme offerings and provision of new programmes in areas of strategic importance.
	Supporting excellence in learning and teaching through staff development.	Improved access to Level 9 programmes on the National Framework of Qualifications.  <ul style="list-style-type: none"> <li>(a) Increased proportion of academic staff with Level 10 qualifications or equivalent on the National Framework of Qualifications;</li> <li>(b) Increased proportion of academic staff with learning and teaching qualifications;</li> <li>(c) Increased academic staff participation in academic professional development and continuing professional development programmes.</li> </ul>
	Providing a physical learning environment and supporting infrastructure in consultation with all stakeholders, that enables and enhances an outstanding educational experience.	Development and implementation of a comprehensive campus development plan that supports: <ul style="list-style-type: none"> <li>(a) A learner focused library services strategy;</li> <li>(b) A learner focused information and communications technologies strategy;</li> <li>(c) A high quality learning and teaching environment that supports the multimodal learning needs of our learner population.</li> </ul>



# Learner Experience and Graduate Attributes

2018 Ambition	We will achieve this through:	Measures <sup>1</sup>
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.	Number of learners and staff actively involved in the Institute and community activities including: (a) Clubs and Societies; (b) Volunteering activities; (c) Community-based learning and research; (d) Students' Union.
	Enhancing the inclusion of the 'learner voice'.	Enhanced participation of learners in Institutional decision making.
	Enhancing learner supports that are flexible and scalable.	Learner support needs are monitored and addressed.
	Increasing alumni involvement in Institute activities.	IT Carlow Alumni Association established.
We will develop a distinctive IT 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.	IT Carlow graduate attributes framework published and embedded in the curricula.
	Enhancing our capability to embed graduate attributes within curricula and learning and teaching.	
	Embedding graduate attributes into the curriculum.	

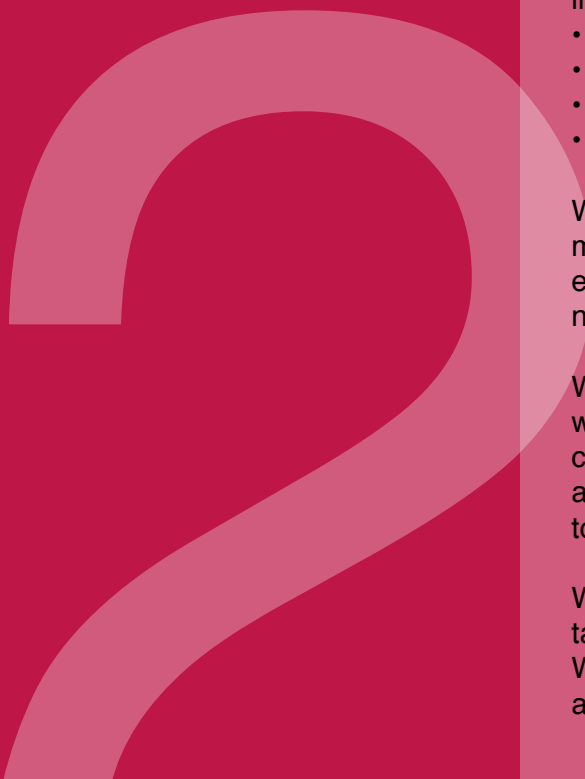
Footnote 1. All measures have defined targets and milestones enabling assessment and review over the life of the strategic plan.



## 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 are a research informed institution committed to the creation of knowledge with clear societal and economic impact, and to its dissemination and application through our teaching, research, knowledge-exchange and commercialisation activities.

Our capacity for enhanced performance in these areas derives from the breadth and depth of expertise across the various disciplines in our organisation, and that of our national and international collaborative partners.

We have a track record of academic and industrial impact in thematic areas of national and international importance including:

- Bioenvironmental technologies;
- Product design and innovation;
- Software and networks;
- Health sciences.

We will strengthen our priority research themes in line with national and European objectives, and maximise opportunities for new multi- and inter-disciplinary links and initiatives. We will increase external funding, grow postgraduate research and teaching activity, and continue to develop our national and international partnerships.

We will develop our Research and Innovation infrastructure to create a vibrant, responsive and well-connected hub for new ideas, where colleagues and learners have opportunities to develop their careers in an intellectually stimulating and rewarding environment. We will continue to engage with academic, industry and business leaders to attract resources and collaborations that are dedicated to the generation of the highest calibre research and commercial outputs.

We will enhance the range of research supports and initiatives which build capacity to enrich our taught provision across all programmes and levels on the National Framework of Qualifications. We will embed a strong research and entrepreneurial culture to ensure highly skilled graduates and to generate ideas that drive enterprise creation and development.

# Knowledge Creation, Application and Exchange

2018 Ambition	We will achieve this through:	Measures <sup>1</sup>
We will strengthen and sustain our RDI (Research, Development and Innovation) systems, development and support structures.	Managing the evolution of strategic research themes.	Full life cycle of COREs (Centres of Research and Enterprise) defined. Framework for workload allocation for CORE principal investigators.
	Developing and enhancing Quality Assurance and Enhancement procedures.	Procedures fully aligned to regulatory standards and leading best practice addressing the requirements of the National Doctoral Framework.
	Commissioning and development of co-location RDI building.	Research and Innovation physical infrastructure significantly enhanced and providing a vibrant, responsive and well-connected RDI hub for the region.
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.	Enhanced research focus in Level 8 modules. Cross institutional/ cluster progression pathways.
	Affirming innovation and collaboration as core programmatic deliverables at each level.	Programmatic Review outcomes on interaction with industry, placement, balance of credit allocation and adaption of programmes.
	Supporting innovative knowledge creation, application and transfer through external collaboration.	Technology Transfer objectives agreed with Enterprise Ireland incorporating agreed metrics for spin-outs, licences, research agreements with industry, invention disclosures, patent applications, new start-up and spin-in companies.
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.	Number of registered postgraduate research learners. Quality and quantity of publications and grants awarded.
	Expanding existing and identifying and developing new strategically appropriate collaborative partnerships.	See Goal 3 and 4 measures aligned to knowledge creation, application and exchange.
	Enhancing institutional RDI capacity with appropriate collaborative and adjunct faculty.	Number of adjunct faculty advisors.



# Knowledge Creation, Application and Exchange

2018 Ambition	We will achieve this through:	Measures <sup>1</sup>
We will identify, define, develop and mentor key RDI-driven graduate attributes.	Identifying and defining IT Carlow research postgraduate attributes in addition to the knowledge, skills and competencies of the National Framework of Qualifications.	Articulation of defined and specific Research Postgraduate Attributes.
	Defining and communicating IT Carlow research postgraduate attributes at CORE and programme level.	IT Carlow Research Postgraduate Framework published and embedded.
	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.	
	Refining our research ethics structures to address requirements at all applicable levels of the National Framework of Qualifications.	Enhanced research ethics structures.

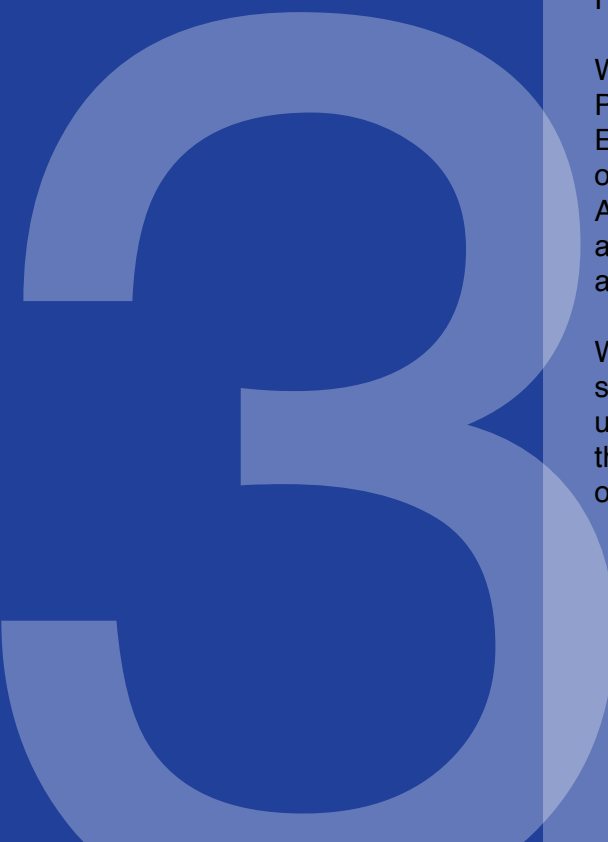
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# GOAL 3

## 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.”**

Strategic collaborations and partnerships enhance our ability to achieve and exceed our mission. Collaborations are informed by core values of creativity, innovation and connectedness. We seek collaborative partnerships that focus on the generation and sharing of new ideas and the creation of innovative, value-added solutions.

The National Strategy for Higher Education to 2030 emphasises the importance of collaborative effort in higher education and its potential societal benefits. We are committed to maximising the developmental opportunities offered by recent national policy initiatives around regional clustering of Higher Education Institutions and the creation of a Technological University for the South East Region of Ireland.

We have a range of high calibre national partnerships and collaborations in place across the Industrial, Professional, Military, Aviation, Sporting, Emergency Services, Voluntary, Education and Public sectors. Each of these relationships varies in nature. Some involve co-delivery of programmes on-campus; others involve quality assurance and accreditation of educational provision off-campus. All have a strong focus on recognised prior learning (RPL) and work-based learning (WBL). We actively promote relationships with government development agencies and industry to grow innovation and foreign direct investment.

We have a range of current international partnerships and articulation agreements with more than seventy higher education institutions across four continents. These agreements extend across undergraduate programmes, postgraduate training and research collaborations. We are committed to the enhancement of the international profile of our Institution, and to increasing diversity among both our learners and our staff.

# Strategic Collaborations and Partnerships

2018 Ambition	We will achieve this through:	Measures <sup>1</sup>
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.	Achievement of TU Status.
	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.	Framework for cluster co-operation agreed and progress on collaborative projects in line with agreed timelines.
	Joint Awards with National Higher Education Partners.	Number of joint awards.
We will strengthen and develop our strategic international relationships.	Establishing and sustaining key alliances and articulation agreements. Leading best practice in collaboration.	Increased (10%) number of international alliances and articulation agreements in place.
	Increasing and supporting learner recruitment from strategically identified international markets.	Number of non-resident International learners.
	Enhancing internationalisation of our curriculum via learner and staff mobility opportunities.	Number of learners and staff involved in overseas exchange and mobility programmes.
	Consolidating and further developing existing international strategic collaborations and partnerships.	Range of educational and research initiatives with international strategic collaborators and partners.



# Strategic Collaborations and Partnerships

2018 Ambition	We will achieve this through:	Measures <sup>1</sup>
We will strengthen and develop national collaborative relationships and alliances.	Identifying and developing new national alliances and collaborative partners.	Number of regional and national collaborations and partnerships across all sectors.
	Consolidating and further developing existing national collaborative relationships and partnerships.	Range of educational and research initiatives with existing national collaborative partners.
	Developing alliances for organisation based learning opportunities.	Number of work based learning opportunities with SMEs and larger organisations.
	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.	Number of collaborations/ alliances with higher education institutions, business, not-for-profit, community, voluntary and public sector agencies.
	Building new relationships with entrepreneurs, SMEs and multinationals to address the enterprise, innovation and education needs of our regional cluster.	Number of collaborations/alliances with business, both SMEs and multinationals.

Footnote 1. All measures have defined targets and milestones enabling assessment and review over the life of the strategic plan.

Institiúid Teicneolaíochta Cheatharlach



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

We are proud of our engagement in the civic, social, environmental and economic life of our region. This engagement is driven by our commitment to connectedness and a recognition that our growth is strengthened by our relationships with the communities we serve.

Our philosophy embraces a commitment to continuous life-long learning, equity of access, transfer and progression for all learners. We believe that this has a positive impact on the civic, social, environmental and economic life of our region. 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 will build on our success to date by recognising and promoting the life experience and prior learning of our learners and staff. We will enhance the breadth and flexibility of provision of all of our programmes across Levels 6-10 of the National Framework of Qualifications. We will facilitate progression and transfer opportunities for all learners, develop our graduate education programme, and focus on the areas of occupational education and industry up-skilling. We strive to inspire in all of our graduates a commitment to continuous learning.

We will continue to celebrate and harness the economic expertise and cultural heritage of our region through open engagement, partnership and collaboration with industry and community groups by our staff and learners. The participation of employers and community leaders influences and invigorates our learning and teaching. It supports our contribution to regional development, entrepreneurship, innovation and research and it serves to protect and enrich our physical environment and our organisational culture.

We will continue to strengthen our commitment to the regions, communities and sectors we serve and enhance our contribution to the development of a creative, sustainable and fair society.

# Societal, Economic and Environmental Impact

2018 Ambition	We will achieve this through:	Measures <sup>1</sup>
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.	An increase in the number of non-standard learners including: (a) Learners accessing our programmes through non-standard entry routes; (b) Mature and minority group learners; (c) Learners on part time and flexible programmes; (d) First generation learners; (e) Learners on national labour market activation initiative programmes.
	Committing to part-time and flexible offerings incorporating innovative modes of delivery at all levels.	Established procedures in place for facilitating and managing entry on the basis of Recognition of Prior Learning (RPL).
	Proactively responding to national activation initiatives while maintaining our position as the market leader for life-long learning opportunities.	Enhanced activities to increase higher education opportunities in our region including undergraduate programmes in priority areas and a 'ladder of opportunity' for all learners within our catchment area including industrial, occupational and professional work-based learning.
	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.	Implementing a range of blended learning, postgraduate, workplace-based and professional development opportunities offered in collaboration with employers and regional organisations.

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At the heart of South Leinster



# Societal, Economic and Environmental Impact


2018 Ambition	We will achieve this through:	Measures <sup>1</sup>
We will continue to strengthen our civic, social and environmental engagement with the regions, communities and sectors we serve.	Embedding social innovation, community based learning and research and environmental awareness into our programme portfolio.	Social, Civic and Sustainability ethos embedded in all Programme Learning Outcomes.
	Communicating and collaborating with the regions, communities and sectors we serve to enhance our contribution to their social, cultural and economic development.	<p>Institutional, community and professional engagement register established. Activity audit completed. A proactive Regional Engagement Forum in operation and enhanced industrial engagement processes embedded.</p> <p>Increased number of community organisations engaged with the President's Volunteer Awards.</p> <p>Industry teaching engagement and exchanges in operation. Increase in Erasmus teaching and mobility participation rates. Industrial experience included on all programmes of learning.</p>
	Developing, implementing and promoting an environmental sustainability policy.	Increased efficiencies in our environmental footprint.
We will support industry to increase employment and create employment opportunities.	<p>Cultivating open, innovative relationships with regional business, enterprise, professions and economic communities.</p> <p>Building entrepreneurial and knowledge capacity in the region by fostering research which supports economic growth.</p>	<p>An increase in the number of:</p> <ul style="list-style-type: none"> <li>(a) professional conferences, workshops and meetings for industry hosted on campus;</li> <li>(b) companies located on campus and jobs created in campus based companies;</li> <li>(c) programmes with Industry, trade or local community associations;</li> <li>(d) research agreements with Industrial partners including licenses, spin-outs, spin-ins, invention disclosures and patent applications;</li> <li>(e) industrial partners on both final year undergraduate and postgraduate research projects as well as industry based postgraduates.</li> </ul>

Footnote 1. All measures have defined targets and milestones enabling assessment and review over the life of the strategic plan.



# 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.”**

We are proud of our tradition of meeting the higher education needs of our community while maintaining the highest ethical standards of public service, transparency and accountability.

We are committed to the National Strategy for Higher Education to 2030 and continue to incorporate all national priorities within our strategic, quality and educational management frameworks.

We recognise that the reputation of our Institution is crucial to our continued viability and prosperity. In current contexts of a changing national higher education landscape and a challenging economic environment, we are committed to maintaining a healthy and positive financial performance, while investing strategically, purposefully and independently in our future and that of the regions we serve.

Public confidence in all of our activities is determined by the manner in which we achieve and communicate the quality and importance of our programmes, our standards, our competitiveness, and our role and contribution to economic, social and cultural development.

Recognition and validation by external bodies of our innovation, determination, contribution and growth is welcomed and further encourages the evolution and enhancement of every aspect of our organisation.

We believe and engage in robust self-evaluation and peer review as a key component of our quality enhancement culture. This philosophy has served us in maintaining a high standard of achievement in recent formal quality assurance reviews. We are committed to publishing accurate, timely and relevant information.

The ethos and values that drive the culture of our Institution are supported by strong corporate governance and a commitment to ongoing organisational, resource and staff development.

All the elements of this strategic plan underpin the culture of a vibrant, confident, sustainable and progressive higher education Institution. As Ireland's leading technological university it shall be the first choice for learners - “inspiring individuals and transforming society”.



# Reputation, Public Confidence and Sustainability

2018 Ambition	We will achieve this through:	Measures <sup>1</sup>
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.	A leading higher education institution in terms of quality assurance and enhancement, evidenced by the outcomes of the 2017 Institutional Review.
	Enhancing the quality ethos through engagement with staff, learners, industry, local communities and collaborative partners.	Published qualitative and quantitative metrics on activities of the Institute.
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.	Enhanced throughput rates and non-presence rates reduced.
	Enhancing the provision and communication of access routes to programmes for non-standard entrants.	Clear routes for non-standard entrants. Enhanced performance of non-standard entrants.
	Continuing to develop our academic portfolio to enable progression.	Enhanced progression opportunities to level 10 for learners.
We will reinforce public confidence in all activities of our Institute.	Enhancing external engagement with academic programmes.	Quantifiable external linkages on all programmes including professional recognition where appropriate.
	Communicating the activities of our Institute, our achievements, programmes and partnerships and contribution to society and the economy.	Revised internal and external communications strategy which strengthens our identity and brand, nationally and internationally.
	Increasing corporate and individual membership of external bodies.	Increased active memberships of external bodies which add value to our activities.



# Reputation, Public Confidence and Sustainability

2018 Ambition	We will achieve this through:	Measures <sup>1</sup>
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.	Enhanced reputation through improved dissemination of key Institute information.
	Providing access to services through technology so as to continually facilitate effective management.	Enhanced performance and reporting, network access and off-campus enablement.
We will ensure that the Institute has sufficient resources to operate at an optimum level.	Consolidating and diversifying income streams	Increased diversity of funding sources.
We will prioritise the quality, reputation and productivity of all our personnel.	Continuing to develop and enhance the staff qualifications profile	Enhanced academic staff qualifications as provided for in Goal 1.  Reviewed and enhanced staff development plan for professional services staff.
	Implementing our performance management framework.	Effective performance management framework operational.
	Continuing to recruit and retain high quality staff.	High quality applicants for all advertised posts.
	Fostering a high engagement culture.	Enhanced consultation and engagement.

Footnote 1. All measures have defined targets and milestones enabling assessment and review over the life of the strategic plan.



Mark Reddin (b. 1979), Eden, (Oil on canvas, 2009)  
From the Frank X. Buckley and Michael P. Burns Collection  
at the Institute of Technology Carlow.



Institute of Technology Carlow student Yating Tao, from China, at the Education in Ireland International Student Ambassador Programme Awards, honouring student ambassadors for helping attract international students to study in Ireland.

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