

**Implementation Plan Connacht-Ulster Strategic Alliance
Institutes of Technology at Galway-Mayo, Letterkenny and Sligo**

Scope

Following from the signing of the Alliance Agreement as a Memorandum of Understanding between the Institutes of Technology at Galway-Mayo, Letterkenny and Sligo on 9th July 2012, this document sets out the implementation plan.


It is understood that the intention of the operational plan is to put in place a framework of deliverables, guided by the TU criteria, to progress the TU trajectory. This trajectory is informed by the Hunt Report, the HEA Landscape document and other national publications such as ESRI reports and the international strategy. The objectives are presented in order of priority.

Coding:

Time scales:

Short term:	September-June 2012/13
Medium term:	2012/13-2014/15
Long-term:	2017

Priorities:

	High
	Medium
	Low



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	Objective	Tasks	Executive Sponsor	Completion Date	Status October 2012
TU Trajectory					
1	To pursue a trajectory that achieves re-designation as a Technological University.	a) Signing of MOU b) Establish a CUA Steering Committee to consider the governance and management of the alliance with an external Chair and develop an internal communications plan for the CU Alliance c) Establish an Operational Committee with an external Chair d) Agree and develop a common strategic pillar of each Institution's strategic plan on CUA collaboration e) Develop a common strategic plan f) Make a submission under the HEA call for proposals on the Sectoral Development Fund g) Implementation plan h) Develop a Risk Assessment Register for the Implementation Plan i) Prepare a financial projection of the cost associated with the TU development plan. j) Allocate a budget for CUA activity k) Annual review of progress towards achieving the TU metrics l) Make an Expression of Interest submission to HEA including how the transition from the institutions' current status to final designation will be financed m) Preparation of Plan to Meet Criteria and submission for re-designation	Presidents Presidents Presidents Presidents Registrars Registrars EC/EB Sponsor SFC SFC Operational Committee Steering Committee Steering Committee	Short-term Short-term Short-term Short-term Medium Term January 2012 December 2012 2 nd Draft Oct 1 st Short Term December 2012 Short Term Short Term April, Annually Short Term Long Term	Done On-going On-going On-going
Learning, Teaching & Assessment					
2	To collaborate on initiatives that deliver improved learning, teaching and assessment practices	a) Develop a common LTA strategy b) Collaboration between Education Development centres (including staff CPD) c) Develop a common policy on student placements and internships and review current placements provision in respect of the TU criteria. d) Roll-out Civic Engagement initiative across the Alliance	Registrar Registrar Registrar Registrar	Medium Term Medium Term Medium Term Medium Term	



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Research					
3	By 2017, to meet the TU criteria for research	a) Map current research structures and performance across the Alliance b) Develop and implement a common Research strategy to meet TU KPIs c) Form sustainable high quality research centres of excellence, in a least 3 fields of knowledge, capable of competing for national and international funding with staff who meet the TU metrics. d) Collaborate with each other in making joint applications for research funding. e) Set up research bursaries and funding to support research activities f) Deliver a combined structured L9/L10 training for postgrad students	H of Dev H of Dev/ Research HoSs/HoR/HoDev HoSs/HoR/HoDev HoR/HoDev HoR/HoD	Short Term Medium Term Medium Term Short Term Short Term Short/Medium Term	
Programme Development					
4	To consolidate programme offerings across the CUA that meets the needs of the region.	a) Review Order in Council list of approved programmes across the Alliance and identify sets of common discipline programmes. b) Explore opportunities and make proposals for ensuring viability and sustainability for low demand programmes. c) Establish a joint approach to introducing new programmes across the Alliance. d) Share each other's modules in new programme design e) Establish a Business Network Approach across the Alliance f) Pilot at least one online programme across the CUA	Registrars Registrars/HoSs Registrars HoSs HoSs of Sci/Bus & Humanities/Eng HoSs of Sci/Bus & Humanities/Eng	Short Term Short/Medium Term Short Term Medium Term Short Term Short Term	In progress



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Staff Development				
5	Shared staff development plan that supports the currency, relevance and sustainability of programmes.	a) Share elements of staff development plans across the Alliance b) Joint workshops/training programmes/conferences. c) All new staff to obtain a mandatory accredited pedagogical training (min. or 30 credits) within 2 years of starting employment d) Targeted structured professional doctorate provision for staff (e.g. LYIT/JU model) towards the achievement of the TU metrics (ensuring sustained research activity) e) Develop a research training policy for Research supervisors f) HOSs from each of B&H, Sci. & Engineering to meet to review staff time allocation models and agree a common work allocation framework for academic staff (e.g. supervision of UG and PG projects; PhD research, placement coordination etc.)	SFC (HR) SFC (HR) SFC (HR) Steering Committee & SFC SFC (HR) HOSs	Short-term Short Term Medium-term Medium-term Medium-term Short Term
Internationalisation				
6	Enhance internationalisation related to teaching and learning, research and staff development	a) Prepare a common strategy with target student numbers and by 2017, 5% of FT student population to be international fee paying b) Establish a single branding approach for promotion of the CUA to international students c) Develop a range of international collaborations such as joint projects, student and staff exchanges including the collaborative provision of academic and training programmes.	H. of Dev. (Intl Affairs) H. of Dev. (Intl Affairs) H. of Dev. (Intl Affairs)	Medium Term Short Term Medium Term
Shared Services				
7	Consolidation of Central Services Practices and Procedures	a) Agree common staff Recruitment procedures to achieve the TU staffing criteria b) Develop consolidated services around finance, e.g. procurement, payroll, pensions c) A shared procurement office, with common tendering for large cost activities, for example for Design & Print d) Agree a set of joint collaborative Access projects (e.g. Assistive Technology); assessment of learning difficulties, web information) e) Develop a common First Destination Survey f) identify and implement collaborative SU initiatives g) Common online learning resource/research repository h) Map the inventory of land and buildings and sharing plans for infrastructural and capital developments. i) Develop a plan to align IT practices and procedures and related support services	SFC (HR) SFC (FM) SFC (FM) Registrar Registrar Registrar Registrar H of Dev/SFCs H of Dev/Reg.	Medium Term Medium Term Medium Term Medium Term Short Term Short Term Medium Term Short Term Medium Term



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		<ul style="list-style-type: none"> j) Develop a single portal for student communications (e.g. applications, registrations, queries etc.) k) Establish collaboration between the three Career Services l) Develop common Innovation & Enterprise initiatives: e.g. combined portfolio of business engagement, combined 2013 E&I week, a regional CU business advisory group (along the lines of the LYIT/ITSligo Enterprise Platform Programme) 	<p>Exec Line manager to ITManager</p> <p>Registrar</p> <p>H of Dev</p>	<p>Medium Term</p> <p>Medium Term</p> <p>Medium Term</p>	
Marketing & Communications					
8	Market the CU brand	<ul style="list-style-type: none"> a) Develop a marketing plan for the Alliance with clear metrics b) Allocate a dedicated CU marketing budget c) Create a joint marketing function/team d) Build relationships and engagement with external stakeholders, e.g. industrial leaders, political representatives 	<p>Presidents (H of Dev)</p> <p>Presidents (H of Dev)</p> <p>Presidents (H of Dev)</p> <p>Presidents (H of Dev)</p>	<p>Medium Term</p> <p>Short Term</p> <p>Short/Medium Term</p> <p>On-going</p>	
Academic Quality Assurance					
9	To have common overarching academic quality assurance framework	<ul style="list-style-type: none"> a) Implement enhanced student access, transfer and progression pathways between and through the institutions in the alliance. b) Actively promote and implement admissions based on the recognition of prior learning. c) Introduce QA forms online d) Introduce a common online module development and management system across the Alliance e) Achieve Diploma Supplement label for the partners of the CUA f) Agree a common external examiner policy g) Develop a mechanism for mutual recognition of each others' modules h) Develop comparable metrics for student retention and agree collaborative initiatives to improve retention i) Align QA policies and procedures with the TUQAF guidelines 	<p>Registrars</p> <p>Registrars</p> <p>Registrars (Reg Assis)</p> <p>Registrar (IT Man)</p> <p>Asst. Regs or equiv.</p> <p>Registrars</p> <p>Registrars</p> <p>Registrars</p> <p>Registrars</p>	<p>medium term</p> <p>Short/Medium-term</p> <p>Short Term</p> <p>Short/Medium Term</p> <p>Medium Term</p> <p>Medium Term</p> <p>Short Term</p> <p>Medium Term</p> <p>Long Term</p>	



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Clusters					
10	Cluster with other HE and FE providers in the Connacht and Ulster regions.	a) Identify objectives and membership of clusters, including cross-border colleges, and others such as the Marine Institute, Údarás b) Agree MOU for each cluster c) Map and formalise progression from FE programmes d) Explore the validation and provision of joint/dual awards for levels 9 and 10 research programmes with cluster universities e) Develop a plan for shared provision of a Foundation Programme f) Work with partner institutions to provide Technology Transfer services.	Steering Committee Registrars Registrar Registrar Registrars HoDev	Medium Term Medium Term Medium Term Medium Term Medium Term Medium Term	Initial discussions with FE providers/ NUIG/FE Indecon scoping study LYIT/UU