



Mission-based Performance Compact

between

Institute of Technology Carlow

and

The Higher Education Authority

Date: February 2014



Context

This Compact is an agreement between the Higher Education Authority and Institute of Technology Carlow and is the outcome of a process of strategic dialogue between the two bodies.

The purpose of strategic dialogue is to align the missions, strategies and profiles of individual higher education institutions with national priorities, and to agree strategic objective indicators of success against which institutional performance will be measured and funding allocated.

This Compact demonstrates a shared sense of the balance that is required between institutional autonomy and public accountability and a recognition that a diverse range of strong, autonomous institutions is essential for the overall higher education system to respond effectively to evolving and unpredictable societal needs.

The Compact recognises that Institute of Technology Carlow is an autonomous institution with a distinctive mission, operating within a regional, national and international higher education environment.

The Compact recognises that there is a tension between providing a transparent framework of public accountability for performance in relation to funding, and risks of unintended behaviours related to measurements. It addresses this tension by requiring higher education institutions themselves to propose the qualitative and quantitative indicators against which their performance should be assessed by the Higher Education Authority.

The purpose of this Compact is to provide a strategic framework for the relationship between the Higher Education Authority and Institute of Technology Carlow. It sets out how Institute of Technology Carlow's mission and goals align with national goals for higher education.

By detailing HEA funding commitments and reciprocal Institute of Technology Carlow commitments, this Compact also contributes to creating a transparent and accountable system of administration of State funding. To support this purpose, the Higher Education Authority and Institute of Technology Carlow agree that this Compact will be published.

The principles of State funding support

The principles under which State funding for higher education is provided are:

- Institutional autonomy balanced with public accountability for high quality outcomes; and
- Core funding allocations that are predictable, fair and transparent, and that provide reasonable stability from year to year and in which funding follows the student.

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1. Establishment of the Compact

The Higher Education Authority and Institute of Technology Carlow agree that:

- This Compact consists of this document and the accompanying current and planned profiles
- The term of this Compact is from 1 January 2014 to 31 December 2016 unless terminated earlier by agreement.

Institute of Technology Carlow acknowledges that policy underlying some or all of this Compact is subject to review by the Minister for Education and Skills or by the Higher Education Authority from time to time. The Higher Education Authority and Institute of Technology Carlow agree that if changes need to be made to the Compact because of such a review, the Higher Education Authority will notify Institute of Technology Carlow of this in writing and will consult with Institute of Technology Carlow accordingly.

Some or all of the funding arrangements may be updated from time to time. Either party may propose changes to this Compact at any time.

2. Performance Funding Framework

Higher education Performance Funding will provide incentives for higher education institutions to improve overall performance in accordance with their own strategies and with their place in the overall system.

Performance Funding will be allocated based on performance against agreed targets and indicators of success proposed by the institution across a range of outcome domains. The targets and indicators of success must be agreed in strategic dialogue with the HEA. The intention is both to improve the performance of the institution in key areas and to steer the institution closer to its agreed mission and profile and to its position in the overall higher education system. The degree of challenge and of realism inherent in the targets proposed will be evaluated and discussed in strategic dialogue.

The Higher Education Authority and Institute of Technology Carlow agree to review annually the effectiveness of implementation of the strategies and goals for achieving the agreed national and institution outcomes.

As a condition of Performance Funding, in accordance with this agreement, Institute of Technology Carlow must:

- Agree performance targets as outlined in section 5 below
- Supply performance data to the Higher Education Authority for the relevant indicators
- Achieve the relevant targets agreed.

The assessment of progress against the agreed indicators of success and the allocation of Performance Funding against them will be notified annually to Institute of Technology Carlow.

3 Mission and Strategy Statement

Institute of Technology Carlow's mission and strategy sets out its values and aspirations, what it does and how it can best serve the interests of its students, staff and key stakeholders. The Higher Education Authority and Institute of Technology Carlow acknowledge that Institute of Technology Carlow's mission and strategy may evolve.

Institute of Technology Carlow and the Higher Education Authority recognise that Institute of Technology Carlow is an autonomous institution that is responsible for determining its mission, its aspirations and its strategies for their achievement.

However, the Higher Education Authority must ensure that together the missions and profiles of the different institutions will lead to overall coherence of the higher education system as a whole and to completeness, ensuring that national needs are being met and without unnecessary duplication.

Enter your mission and strategy statement here.

The Institute of Technology Carlow is currently in the process of developing a new Strategic Plan for 2014-2018 following a recent final review of progress on the 2009-2013 Strategic Plan in May 2013, which concluded that of the 249 objectives detailed under 8 strategic goals, 76.3% had been achieved, 18.1% were still in progress while the remaining 5.6% were not achievable due to changed economic circumstances over the course of the plan.

As detailed in Appendix 7, a six-stage process for development of the new Strategic Plan is almost complete. The Institute is currently at stage 5 of this process, with plans to publish the agreed plan in early 2014. The plan has been informed by:

1. The review of progress on the 2009-2013 Strategic Plan;
2. Extensive consultation with all stakeholders over a 2-year period;
3. A comprehensive series of self-evaluation and peer reviews throughout 2010-2013 incorporating Institutional, Programmatic, Strategic, Research, Collaborative, Quality Assurance / Enhancement and Delegated Awarding Authority reviews;
4. A joint proposal to the HEA in July 2012 from the Institutes of Technology at Carlow and Waterford to progress to stage 2 of the 4-stage process for Technological university designation;
5. The publication of national priorities and policy for Irish higher education addressing system reconfiguration, inter-institutional collaboration and system governance. Within the evolving national higher education configuration context, Institute of Technology Carlow has been positioned as follows:
 - a. Institute of Technology Carlow to advance to the planning stage (Stage 2) of the published process for designation as a Technological university in conjunction with Waterford Institute of Technology;
 - b. Institute of Technology Carlow to participate in the South Regional Cluster incorporating University College Cork, Cork Institute of Technology, Institute of Technology Tralee and Waterford Institute of Technology.
6. The publication of the South East Economic Development Strategy 2013-2023 by the Oireachtas Joint Committee on Jobs, Enterprise and Innovation in Sept. 2013.

Internal consultation with all staff and learner representatives, have confirmed that the Institute of Technology Carlow has a strong culture and set of Core Values, which puts the **Learner Experience** at the centre of our values system, supported by the core values of the **Achievement of Excellence, Connectedness, Knowledge, Creativity & Innovation, and Ethics**.

The Mission and Vision for the Institute of Technology Carlow 2014-2018 have been derived

from those developed in conjunction with Waterford Institute of Technology in July 2012 as part of the collaborative proposal for the development of higher education in the South East Region, with a particular emphasis on the establishment of a multi-campus Technological university of the South East.

The agreed Mission for the South East Institutes of Technology is summarised in four words:

Engage, Learn, Challenge, Innovate

In the context of the new Strategic Plan 2014-2018 for Institute of Technology Carlow, the four elements of the Mission have been elaborated upon as detailed in Appendix 7.

Vision 2030: To be Ireland's leading Technological university

The Institute of Technology Carlow Vision Statement is as follows:

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.

The Institute of Technology Carlow has identified and agreed five over-arching strategic goals for 2014-2018.

Goal 1. Learner Experience and Graduate Attributes: We will optimise the learner experience and prioritise the development of Graduate Attributes that meet the needs of learners, social innovation, public and private enterprise, nationally and globally.

Goal 2. Knowledge Creation, Application and Transfer: We will expand capacity and develop expertise within specific core domains. We will generate, apply, innovate and exchange knowledge.

Goal 3. Strategic Collaborations and Partnerships: We will further develop our strategic collaborations and partnerships, nationally and internationally, which enhance our capacity, extend our reach and maximise our impact.

Goal 4. Societal, Economic and Environmental Impact: We will strengthen our engagement with the regions, communities and sectors we serve, ensuring access and progression opportunities, sharing our knowledge and resources, learning from their feedback, so that we will enhance our contribution to the development of a creative, sustainable and fair society.

Goal 5. Reputation, Public Confidence and Sustainability: We will further 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 service, transparency and stewardship of resources.

Strategic Objectives and Measures are detailed in the Institute's Strategic Plan 2014-2018 (Appendix 7).

The objectives and projections contained within the new Strategic Plan 2014-2018 and this compact, have been formulated based on the following assumptions:

1. That there will be a 15% average increase in fulltime aided enrolments across the higher education sector by 2016/2017 (Dept of Education & Skills, July 2012).
2. That IT Carlow's strategic location on the periphery of the fastest growing regions of the Midlands and Mid-East will place additional demands on IT Carlow enrolments by 2016/17. This is supported by the 86% increase in the Institute's student headcount since 2006.
3. That in making staffing adjustments across the sector under the ECF, the HEA RGAM model will be applied with a 3% moderator (i.e. a 3% maximum adjustment / annum). This will result in a minimum of 32 additional staff for Institute of Technology Carlow based on the continued implementation of the RGAM model (and an associated increase in budget also based on the RGAM).
4. That clarity will be provided around the long-term accommodation for the Wexford Campus.
5. That the new teaching wing will progress in January 2015 on the basis discussed with the HEA in January 2014 and approved by the Institute's Governing Body.
6. That no major decrease will occur in the physical, financial or human resources available to the Institute for the duration of the plan.
7. That additional compact objective-specific assumptions highlighted in the individual compact objectives are met.

3.1 Changes to the mission and strategy statement

The Higher Education Authority acknowledges that Institute of Technology Carlow may adjust its mission and strategy from time to time. Institute of Technology Carlow agrees that the following will be the subject of strategic dialogue with the Higher Education Authority and may result in a change to the Compact:

- Any significant change that it proposes to make to its mission during the term of the Compact
- Any significant change that it intends to make to its activities that could affect either the content or the practical application of its mission.

The goals and objectives contained within this document reflect the strategic development of Institute of Technology Carlow as an autonomous Higher Education Institution in the context of the *'Report to the Minister for Education and Skills on system reconfiguration, inter-institutional collaboration and system governance in Irish higher education'* (Department of Education and Skills; May 2013).

4. Current and Planned Profile

The following pages contain:

- Institute of Technology Carlow's current profile 2010/11 (as supplied by the HEA);
and
- Institute of Technology Carlow's planned profile 2016/17 (completed).

For hard copy submissions, please bind the current and planned profile after this page.

For electronic submissions, please submit the current and planned profiles as PDF and Excel attachments respectively.

5. Development Plans and Objectives

5.1 Regional clusters

Strategy summary

Please provide a brief summary of Institute of Technology Carlow's strategy and chosen objectives in relation to its **regional cluster**.

This should set out:

- Member institutions
- Governance arrangements
- Priority objectives for the cluster.

Please note any external factors or assumptions that might affect institutional progress towards stated development objectives.

Regional clusters:

Members of Regional Cluster - South Region

Cork Institute of Technology
 Institute of Technology Carlow
 Institute of Technology Tralee
 University College Cork
 Waterford Institute of Technology

Governance Arrangements

The following provides a summary of the current agreed position for governance of the Southern Cluster:

- Parity of esteem for all stakeholders is essential to the successful operation of cluster
 - Clear terms of reference and an MOU for the operation of the cluster is to be prepared as soon as possible
 - The use of a rotating rather than an independent chair has been agreed. The rotation period will be for one year.
 - Presidents and at least one other member of senior management to be nominated by each institution to the cluster board
 - Agreement that industry, further education and other stakeholder participation is required in cluster specific projects
 - Compact objectives on clusters will be harmonised across all members of the cluster
 - A strategic work-plan including governance structures is to be developed for delivering on cluster objectives by the end 2014
 - Arbitration mechanisms will be established as part of the governance structure
 - Recommendations which impact on the operation of the cluster institutions will require approval by all governing authorities
-

Primary Objectives of the South Region Cluster

- Increase the capacity and responsiveness of the Irish higher education system
- Deepen partnerships and collaborations among the cluster higher education Institutions
- Provide improved progression pathways between higher education institutions
- Enhance co-operation across the cluster higher education institutions in support of regional economic, social and cultural development
- Build on existing successes in the areas of course development, collaborative research, entrepreneurship and innovation

External Factors

- Availability of funding and resources to deliver on cluster objectives
 - The potential for lack of agreement among the cluster higher education institutions on expected objectives
 - Insufficiently robust or poorly designed processes at a national level that may inhibit the successful creation of regional clusters
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Regional clusters:**Institution objectives and performance indicator**

1.	Cluster objective	Create a formal regional cluster between the named member institutions
	Performance indicator	Agree and implement a framework for cluster operation and commence implementation of agreed collaborative projects
	Baseline	Many inter-institutional relationships exist but no formalised cluster structure is in place
	Interim target, end 2014	Agree and implement a governance framework for joint activities including <ul style="list-style-type: none"> • The establishment of a cluster board • Creation of an MOU for operation of the cluster • Development of arbitration procedures • Development of a co-ordinated work-plan for the implementation of agreed projects
	Interim target, end 2015	Complete a progress review in terms of delivery of the work plan and implementation of agreed projects
	Final target, end 2016	Evaluate the effectiveness of the governance framework in place for the cluster and explore further collaborative opportunities
2.	Cluster objective	Improve student pathways
	Performance indicator	Produce a mapping profile which outlines learner opportunities and pathways for all disciplines and levels across the cluster region which will assist in future academic planning and delivery
	Baseline	Many inter-institutional pathways exist but no complete mapping profile is available
	Interim target, end 2014	<ul style="list-style-type: none"> • Initial focus of the cluster is anticipated to be on improving student pathways given priority attached to the transitions initiative • Perform baseline mapping process in terms of student pathways from secondary through to tertiary education and graduate destination (this will require engagement of secondary and FE providers as well student representative bodies) • Final output - mapping profile.
	Interim target, end 2015	Develop uniform access/progression scheme for the cluster
	Final target, end 2016	Review pathways profile based on new academic developments

3.	Cluster objective	Shared academic planning
	Performance indicator	Develop a cluster wide academic planning structure focused on the delivery of national priority objectives such as the Transitions Programme, Horizon 2020 and other objectives focused on improving the economic, social and cultural profile of the cluster region
	Baseline	<p>No cluster wide academic planning structure exists. However there is an understanding that:</p> <ul style="list-style-type: none"> • Individual institutes will continue to provide a broad base of undergraduate course opportunities up to Level 8 to satisfy needs of individual hinterlands given the geographical scale of region • External stakeholders such as regulatory and professional bodies will also influence the planning and delivery process • The number of CAO entry paths is anticipated to reduce with the collective implementation of the transitions initiative • Agreement that there are benefits to shared academic planning in specialist areas, most notably at Level 9 and above • Acceptance this will lead to the creation of strong thematic areas in individual and co-operating institutes in the cluster <p>This activity is particularly relevant to the delivery of Horizon 2020, Government objectives, targets for R&D activity and enterprise and industry development. It is also relevant to the delivery of industry and employer needs, hence engagement with employers in the region is significant to academic planning agenda</p>
	Interim target, end 2014	<p>Baseline mapping of academic programme provision across the cluster completed</p> <p>Research mapping completed to identify potential research synergies</p> <p>(Programme and research mapping will provide a profile across the cluster and will inform next steps – complete during academic year 2014/15)</p>
	Interim target, end 2015	Implementation of joint academic developments which are informed by the baseline mapping process across the cluster and targeted at delivering on regional economic and social needs
	Final target, end 2016	Review operation of academic planning process with a view to identifying new areas for collaboration in the next round of institutional compacts

5.2 Participation, equal access and lifelong learning

Strategy summary

Please provide a brief summary of Institute of Technology Carlow's strategy and chosen objectives in relation to participation, equal access and lifelong learning.

This should reference the benchmarks by which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect institutional progress towards stated development objectives.

Participation, equal access and lifelong learning:

Within the National and European context where equity of access, transfer and progression for all learners is the goal, Institute of Technology Carlow has adopted policies and procedures over the lifetime of successive strategic plans since 2003. Institute of Technology Carlow articulates its implementation of access, transfer and progression for learners through the elaboration of the definitions of access, transfer and progression in the NQAI's *Policies, Actions and Procedures for Access, Transfer and Progression for Learners* (2003) and through the HEA's *National Plan for Equity of Access Action Plan* (2008).

The new strategic plan of the Institute will be informed by the HEA's forthcoming national access plan for 2014–2016. Institute of Technology Carlow has long prioritised the national access agenda and significant progress has been made on many fronts (Appendix 1); mature students have exceeded 20% over the past four years; targets set for student numbers in disability categories have either been exceeded or are well on the way to being met; an admissions system for socio-economically disadvantaged and disabled students, involving reserved places, is operating under the Carlow Access Programme; and the *Springboard* initiative has been established, and is operating successfully through our Lifelong Learning Centre.

Institute of Technology Carlow will continue to develop its policies and procedures relating to the recognition of prior learning (RPL) for the purposes of granting exemption to learners from a part or parts of a programme of study, from two distinct perspectives: *certified* prior learning, where the learning achieved is certified by a recognised awarding body, and *uncertified* prior learning, where the learner can demonstrate (for example, via prior experiential learning), that they have achieved the minimum learning outcomes justifying exemption.

Participation, equal access and lifelong learning: Institution objectives and performance indicators

1.	Institution objective	To maintain National Access Plan student entrant numbers by developing further non-standard entry routes through FE and other providers, including RPL opportunities
	Performance indicator	Mature student entrant numbers Non-standard student entry routes to Institute of Technology Carlow
	Baseline	Mature student entrants to Institute of Technology Carlow September 2012 – 26% of full-time student enrolments (Appendix 1)
	Interim target, end 2014	Maintain National Access Plan numbers Review avenues of non-standard entry routes
	Interim target, end 2015	Maintain National Access Plan numbers Articulation agreements between every school/centre/campus and FE sector
	Final target, end 2016	Maintain and exceed National Access Plan numbers RPL to be used in all schools/centre/campus
2.	Institution objective	To maintain Institute position as market leader of lifelong learning and flexible learning WTE student numbers to 2016 (Appendix 1) contributing to the national priority of facilitating work-ready graduates contributing to economic development
	Performance indicator	Lifelong learning returns National Springboard reports
	Baseline	Lifelong learning returns 2012 Springboard allocations 2013
	Interim target, end 2014	Maintain current provision Respond to Springboard call
	Interim target, end 2015	Review supports provided and strategies employed in the teaching and assessment of our varied lifelong and flexible learning student population Course offering through Springboard application
	Final target, end 2016	Maintaining our position as a market leader Participation in targeted labour market initiatives

5.3 Excellent teaching and learning and quality of the student experience

Strategy summary

Please provide a brief summary of Institute of Technology Carlow's strategy and chosen objectives in relation to excellent teaching and learning and quality of the student experience.

This should set out:

- 1 Vision underpinning the portfolio of undergraduate programmes
- 2 Approaches being taken to improve overall performance
- 3 How planned provision is aligned to institutional mission

Further supporting evidence, with regard to the means of verification, should be provided in appendices as necessary.

Please note any external factors or assumptions that might affect progress towards stated objectives.

Excellent teaching and learning and quality of the student experience:

Fundamental to Institute of Technology Carlow's Strategic Vision (Appendix 7) is the creation of a vibrant, learner-centric environment for innovative teaching and research. The Institute has an established tradition of meeting the needs of a diverse profile of learners including mature, lifelong and work-based cohorts in a setting where quality assurance and enhancement exceeds international best practice (Appendix 2). The Institute of Technology Carlow commits through its Strategic Plan to teaching, learning, assessment and curricular development focused on 'knowledge in use'. Underpinning this is the philosophy of graduate attributes. This philosophy defines what an Institute of Technology Carlow graduate is, can be and how they can contribute as an individual to the economy and society as a whole.

Institute of Technology Carlow is mindful of the role of the National Forum for the Enhancement of Teaching and Learning as the key system-level infrastructure for the enhancement of teaching and learning in Irish higher education, and for the implementation of the recommendations of the *National Strategy for Higher Education to 2030* in this area. The Institute will thus work with the National Forum in the implementation of these recommendations to include:

- providing the highest quality teaching and learning experience to all students;
- integrating research with teaching and learning; enhancing the first-year experience of students through the provision of more broad-based, multi-disciplinary curricula;
- enhancing the flexibility of programme provision to the highest possible levels; and
- strengthening the focus on learning outcomes to ensure that all graduates acquire the key transferable skills and core competences that are needed in the economy and society of the twenty-first century.

Institute of Technology Carlow supports the establishment and implementation of a national digital platform for teaching and learning resources and research outputs. In so doing, the Institute will ensure that the learning environment emphasises blended learning in different modes across our campuses and programmes and in different contexts with a strong focus on innovation and engagement. The Institute of Technology Carlow will continue to ensure that all our students have the best environment in which to learn, and that our faculty have the tools to provide excellence in teaching.

Excellent teaching and learning and quality of the student experience: Institution objectives and performance indicators

1.	Institution objective	To implement the Institute of Technology Carlow staff development plan focusing on: <ul style="list-style-type: none"> the enhancement of teaching, learning, assessment and curricular development skills and the development of knowledge linked to IT Carlow's strategic research goals.
	Performance indicator	28% of academic staff qualified to doctoral level by 2016. <u>Sub-indicators</u> <ul style="list-style-type: none"> Continued implementation and recognition of Academic Professional Development suite of courses including delivery of MA in Teaching and Learning programme. Continued roll-out of the Institute's staff development plan linking to the Institute's strategic goals
	Baseline	18% of WTE academic staff with doctoral level qualifications (2010).
	Interim target, end 2014	Continued implementation and recognition of Academic Professional Development suite of courses including delivery of MA in Teaching and Learning programme Review of Staff Development Plan 22% of staff qualified to doctoral level
	Interim target, end 2015	Continued implementation and recognition of Academic Professional Development suite of courses including delivery of MA in Teaching and Learning programme Further implementation of staff development plan 24% of staff qualified to doctoral level
	Final target, end 2016	Continued implementation and recognition of Academic Professional Development suite of courses including delivery of MA in Teaching and Learning programme 28% of staff qualified to doctoral level
2.	Institution objective	To further embed quality assurance and enhancement arrangements, leading best practice and meeting all statutory requirements (Appendix 2)

	Performance indicator	To continue to implement QA&E work-plan Surveys, action and feedback Established Teaching, Learning and Assessment Strategy
	Baseline	Approved QA&E work-plan (Appendix 2) Successful conclusion of Institutional Review 2010
	Interim target, end 2014	60% recommendations in QA&E work-plan. Review T, L & A Strategy. Re-design of Institute-wide survey. All new staff inducted
	Interim target, end 2015	80% of work-plan implemented. Commencement of Strategic and Programmatic reviews Institute-wide survey implemented and feed-back disseminated Roll-out of Academic Professional Development to 80% of staff
	Final target, end 2016	100% of work-plan implemented. Strategic and Programmatic reviews. Preparation for Institutional review 2017
<hr/>		
3.	Institution objective	To enhance the first-year experience of students through the provision of more broad-based, multi-disciplinary presence while facilitating progression to highest possible level in specialist demand-based programmes meeting social and economic regional and national need
	Performance indicator	Development and delivery of market-led programmes meeting the dual demand of applicants and industry at regional and national needs while enhancing the transition from second to third-level for entrants via that route
	Baseline	Current academic portfolio and CAO presence Development of Strategic Plan 2014-18 with graduate attributes as a key theme
	Interim target, end 2014	In line with national Transitions Initiative, provide broad-based entry to programmes in two schools. Level 9 developments Audit and publish graduate attributes across programmes

Interim target, end 2015	<p>Continued review of CAO footprint to provide broad-based entry to remaining school and campus programmes</p> <p>Level 9 developments and continued delivery of Levels 6-10 provision</p> <p>School/ centre/campus strategic reviews with key element being graduate attributes</p>
Final target, end 2016	<p>Further accommodate integrated module provision across levels, programmes and campuses as part of programmatic reviews</p> <p>School/ centre/campus programmatic reviews</p>

5.4 High quality, internationally competitive research and innovation

Strategy summary

Please provide a brief summary of Institute of Technology Carlow's strategy and chosen objectives in relation to **high quality, internationally competitive research and innovation**. This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in an appendix as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

High quality, internationally competitive research and innovation:

The Institute of Technology Carlow has been actively involved in developing its research capacity and strategy over a number of years and has a proven track record of excellence and impact in a number of priority areas of national and international importance. Its research programmes are well aligned with the Ireland's national research priorities (Report of the Research Prioritisation Steering Group, Forfás, 2012) and EU Horizon 2020. The Institute has a track record of academic and industrial impact in thematic areas including:

- Bioenvironmental technologies;
- Product design and innovation;
- Interactive applications software and networks;
- Health sciences.

In addition, the Institute is building capacity in newly emergent areas including advanced security technologies.

The Institute is committed to strengthening these priority research areas in line with national and European objectives. Through maximising opportunities for new multi- and inter-disciplinary links and initiatives in accordance with EU Horizon 2020, increased external funding, growth in postgraduate research and teaching activity, and enhanced national and international partnerships will be achieved.

The Institute is committed to delivering research outputs with clear societal or economic impact and will 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 (Appendix 3). Research will encompass the full spectrum (from basic to applied) and will generate highly-skilled graduates and IP as the basis of new enterprises and innovation. Research is an international activity and the Institute is committed to the importance of connecting researchers with leading international researchers in its priority areas.

Research activity will underpin the curriculum at both undergraduate and postgraduate level and industry/societal collaboration will be important in facilitating the flow of ideas and people to enhance the research culture within the Institute. The Institute's new co-located Dargan Centre for Research, Development and Innovation combined with the existing Enterprise and Research Incubation Centre (ERIC), is a significant expansion of an intellectually stimulating and rewarding environment facilitating the knowledge exchange activities of the Institute.

High quality, internationally competitive research and innovation: Institution objectives and performance indicators

1.	Institution objective	To integrate the new RDI building (Dargan Centre) into the Institute's research and innovation environment. This will include the establishment of appropriate structures to manage and support campus based spin-out companies, Institute companies and other enterprises emerging from or linked to the Institute's research activity
	Performance indicator	Fully commissioned RDI building, innovation and enterprise supports in place, spin-out/ industry-led RDI
	Baseline	Current research facilities (2013) and campus incubation and innovation centres
	Interim target, end 2014	Research facilities fully functional – strategic RDI transferred to new building. Industry/stakeholder group established. Consultation on Strategic Development Plan For Dargan Centre completed
	Interim target, end 2015	Industry orientated/led research groups established Implementation of Strategic Development Plan for the Dargan Centre focused on integrating relevant RDI on-campus activities, increasing external funding, growing postgraduate research, enhancing collaborative partnerships and maximising engagement and impact
	Final target, end 2016	The RDI building activities fully integrated with the Institute's RDI and teaching activities. Centre of the Institute's postgraduate studies provision. Facilitation of spin-out companies and industry focused research contracts/collaborations

2.	Institution objective	<p>To develop a multi-campus Graduate School in collaboration with WIT as a key component of a technological university of the South East (TUSE) to include among other things:</p> <ul style="list-style-type: none"> • Identification and mapping of research strengths and priorities; • Development of principles and distinctive features for graduate education in the new entity; • Development of collaborative arrangements with national and international graduate education schools and programmes; • Development of joint academic and QA/QE arrangements for structured programmes; • Development of supervision structures and supports of same; • Sustainability planning, including the design and evolution of a funding and resource development model.
	Performance indicator	Progress towards a multi-campus graduate school initiative.
	Baseline	<p>Current postgraduate research provision and delegated authority position within each Institute</p> <p>Current research strategies</p> <p>Strategic plans and research prioritisation plans</p>
	Interim target, end 2014	Through the TUSE Graduate School working group, development of the overarching framework for the Graduate School of the South East
	Interim target, end 2015	Agree and implement academic and QA arrangements for the graduate school. Initiate the roll-out of the graduate school in 1-2 prioritised cross-campus research areas
	Final target, end 2016	Full implementation of the graduate school for all Level 9 and 10 postgraduate research students

Assumption - That all parties contribute to the successful achievement of these objectives

5.5 Enhanced engagement with enterprise and the community and embedded knowledge exchange

Strategy summary

Please provide a brief summary of Institute of Technology Carlow's strategy and chosen objectives in relation to **enhanced engagement with enterprise and the community and embedded knowledge exchange**.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

Enhanced engagement with enterprise and the community and embedded knowledge exchange:

While Institute of Technology Carlow has developed integral process linkages between its research activities, infrastructure, potential funding mechanisms and company formations, it recognises the continuing need to enhance and expand business liaison, regional involvement and commercialisation activities as essential parts of its overall strategy. The Institute is committed to promoting start-up businesses and transferring Institute of Technology Carlow's technology and know-how into viable commercial entities. The Institute's activities are informed by the knowledge exchange indicators agreed with Enterprise Ireland and informed by the national *Strategy for Science Technology and Innovation (2006-2013)*. Enterprise supports, knowledge transfer and their allied activities are supported by campus-based specialist centres and campus companies. These include the Campus Innovation Centre and the Enterprise & Research Incubation Centre (ERIC) which help accelerate the development of start-up companies through the provision of comprehensive supports both before and during their foundation. Working closely with both industrial and commercial sectors nationally and internationally, Institute of Technology Carlow is continually developing collaborations with existing businesses. The Institute places a strong emphasis on researchers' engagement with industry. We strive to provide an exemplary innovation ecosystem with a user-friendly structure that enables researchers to work with our incubation centres and which encourages the commercialisation arising from research within the Institutes.

The Institute by virtue of its core activity of higher education programme provision enhances the social and cultural development of the region and the wider community. The Institute's Strategic Plan 2014-2018 identifies as one of its five core goals, 'to continue to strengthen our engagement with the regions, communities and sectors we serve.....so that we may enhance our contribution to the development of a creative, sustainable and fair society' (Appendix 7). The Institute also endeavours to find appropriate opportunities to further enhance the social and cultural life of the region and the community. This is manifest in the range of educational, cultural, arts policy, health promotion, sporting events and public policy initiatives facilitated by the Institute. Staff and learner members are encouraged to participate in community-based organisations, and there are collaborations with local and regional networks as well as with voluntary bodies.

Enhanced engagement with enterprise and the community and embedded knowledge exchange:

Institution objectives and performance indicators

1.	Institution objective	Enhance our contribution to the economic, social and cultural development of the region in partnership with WIT through the expansion of partnerships and alliances across all our activities.
	Performance indicator	Establishment of Regional Engagement Forum as per TU Stage 1 submission Staff and institute engagement audits
	Baseline	Extensive engagement and collaborations across region in economic, social and cultural activities ITC staff and Institute Engagement Audit 2013/14
	Interim target, end 2014	Regional Engagement Forum established Work plan developed
	Interim target, end 2015	Regional Engagement Forum operating
	Final target, end 2016	Evaluation of Regional Engagement Forum Report on staff and institutional engagement audit.

Assumption - That all parties contribute to the successful achievement of these objectives

2.	Institution objective	To increase IT Carlow output of economically relevant knowledge, know-how and patents through strengthening institutional competence at TTO level and among researchers.
	Performance indicator	Agreed EI Technology Transfer Office metrics as shown below
	Baseline	EI Technology Transfer Office metrics 2012
	Interim target, end 2014	EI Technology Transfer Office metric targets for 2014 are Spin outs (1); Licences/ options/ assignments (2); Research agreements with industry (>25K) (1); Invention disclosures (3); Priority patent applications (2); PCT patent applications (0); Research agreements with industry (<25K) (50); Start-ups, spin-ins etc. (15)
	Interim target, end 2015	EI Technology Transfer Office metric targets for 2015 are Spin outs (1); Licences/ options/ assignments (3); Research agreements with industry (>25K) (2); Invention disclosures (4); Priority patent applications (2); PCT patent applications (1); Research agreements with industry (<25K) (50); Start-ups, spin-ins etc. (15)

Final target, end 2016	El Technology Transfer Office metric targets for 2016 are Spin outs (1); Licences/ options/ assignments (3); Research agreements with industry (>25K) (2); Invention disclosures (4); Priority patent applications (2); PCT patent applications (1); Research agreements with industry (<25K) (50); Start-ups, spin-ins etc. (15)
<hr/>	
3.	Institution objective
	To strengthen learner engagement and civic identity through module and programme delivery
	Performance indicator
	Proportion of modules reviewed against learner engagement and civic identity criteria approved by academic council Number of students participating in President’s volunteer awards
	Baseline
	Programmatic review documentation as completed Number of students participating in President’s volunteer awards 2012/13
	Interim target, end 2014
	Development of learner engagement and civic identity criteria for individual modules and programmes and included in policy and procedure for the design of new programmes Increase of 10% in the number of students participating in President’s volunteer awards
	Interim target, end 2015
	Schools undergoing programmatic review to have reviewed modules against learner engagement and civic identity criteria Increase of 10% in the number of students participating in President’s volunteer awards
	Final target, end 2016
	All schools to have reviewed modules against learner engagement and civic identity criteria Increase of 10% in the number of students participating in President’s volunteer awards

5.6 Enhanced internationalisation

Strategy summary

Please provide a brief summary of Institute of Technology Carlow's strategy and chosen objectives in relation to **enhanced internationalisation**.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

Enhanced internationalisation:

A detailed international strategy, based on national policy documents (such as the Department of Education & Skills' *Investing in Global Relationships – Ireland's International Education Strategy 2010-2015* (2010)) has been conceptualised under the auspices of the strategic planning review process of the Institute. In addition the strategy is informed by the following taken from *Towards a Future Higher Education Landscape* (2013) section 7.2.

'At the time of application, an applicant will demonstrate a developmental trajectory for the enhancement of Internationalisation related to teaching and learning, research and staff development and a sustainable range of international collaborations such as joint projects, student and staff exchanges including the collaborative provision of academic and training programmes.'

A systematic approach to international student recruitment, to those geographic areas defined in the *National Strategy*, is prioritised. The Institute currently actively recruits non-EU learners from China, India, Malaysia, the Middle East and Brazil in keeping with national strategic priorities (Appendix 5). Our recruitment strategy is informed by our participation in **Education in Ireland** and interaction with the International Education policy review group. EU exchange learners are recruited through bilateral agreements with partners from the participating countries. These agreements are based on institutional fit through curricula and programme reviews and analysis. Currently 6.7% of the full-time student population is resident at addresses outside of Ireland. The objective is to increase this to 10% over the duration of this compact.

A primary objective of the internationalisation strategy is the enhancement of student exposure to global perspectives by the following means:

- development of an internationalised curriculum;
- promotion of study and work placement in industry (for industrial projects) abroad;
- student exchange programmes;
- a culturally diverse environment to study in;
- allowing students to undertake mobility programmes with international partners (not only academic but also industrial partners); and
- ensuring that the ethos in which students learn reflects the global nature of education today.

This primary objective is reflected in the secondary objectives detailed further in this document.

Enhanced internationalisation: Institution objectives and performance indicators

1.	Institution objective	To implement an effective strategy for student recruitment, focusing on strategically identified key markets with the objective of increasing the Institute's international student population to a minimum of 10% of the total full-time student population as per the baseline measure.
	Performance indicator	Admissions data for percentage of full-time student population coming to IT Carlow whose normal place of residence is not in Ireland (Appendix 5)
	Baseline	Percentage of full-time student population coming to IT Carlow whose normal place of residence is not in Ireland as per Institute returns 2012/13
	Interim target, end 2014	<ul style="list-style-type: none"> • Senior management approve the establishment of a cross-institute international steering group to ensure coordination of effort in international recruitment and efficiencies in the system • Reserved places policy and procedure implemented • Existing markets analysed and new opportunities identified • International student population is a minimum of 7.5% of the total full-time student population as per the baseline measure.
	Interim target, end 2015	International student population is a minimum of 9.0% of the total full-time student population as per the baseline measure.
	Final target, end 2016	International student population is a minimum of 10% of the total full-time student population as per the baseline measure.

2.	Institution objective	To develop internationalised curricula and internationally-focused programmes, learning outcomes and assessment of students in line with international goals
	Performance indicator	Proportion of modules reviewed against internationalisation criteria Increased number of alliances and collaborations with international HEIs (by 10%) over the lifetime of the plan Percentage of students and staff involved in overseas exchange and mobility programmes
	Baseline	Programmatic review documentation as completed Data from collaborative register as at 31/12/13 Erasmus returns for 2012/13
	Interim target, end 2014	Development of internationalisation criteria for individual modules and programmes and included in policy and procedure for the design of new programmes Develop clearly defined criteria based on strategic priorities in pursuing and forming new international partnerships and strategic alliances
	Interim target, end 2015	Schools undergoing programmatic review to have reviewed modules against internationalisation criteria 0.5% of students and 3% of academic staff to have participated in overseas mobility programmes
	Final target, end 2016	All schools to have reviewed modules against internationalisation criteria approved 0.75% of students and 5% of academic staff to have participated in overseas mobility programmes

5.7 Institutional consolidation

Strategy summary

Please provide a brief summary of Institute of Technology Carlow's strategy and chosen objectives in relation to **institutional consolidation**.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

Institutional consolidation:

In July 2012, the South East institutes of technology at Carlow and Waterford strongly affirmed their intention to apply jointly for designation as a technological university in accordance with Stage 1 of the process set out in the HEA's *Process and Criteria for Designation as a Technological University* (2012).

This proposal to the HEA was in response to the Programme for Government 2011-2016 recommendation to '... explore the establishment of a multi-campus technical university in the South East' and also the HEA's request to the institutes to contribute to the evolving national landscape, described in *Towards a Future Higher Education Landscape* (2012) and directed by the *National Strategy for Higher Education to 2030* (2011).

Together the governing bodies of the two institutes proposed a common approach through consolidation and re-designation as a technological university.

In May 2013, the joint Stage 1 proposal was approved and the institutes are now in Stage 2 of the process.

Within this broader context, the Institute's consolidation strategy is also focused on the enhancement of academic and post-second level opportunities through streamlining academic offerings and integrating programmes and resources of the Institute where possible. Such consolidation will facilitate enhanced coordination of research activity within the schools and will result in a more unified structure across the Institute, so enriching the teaching programmes and serving its stakeholders better.

The Institute is cognisant of, and continuously evaluates the complex external factors and associated risks. These include among other things:

- Availability of funding and resources to deliver on the objectives set out below in a timely manner;
- The potential for lack of agreement between the partners on expected objectives;
- Insufficiently robust or poorly designed processes at a national level that may inhibit the successful creation of a Technological university.

Notwithstanding these potential challenges, the Institute of Technology Carlow demonstrates its commitment to achieving the following objectives of regional and national importance through this compact and its Strategic Plan 2014-2018.

Institutional consolidation: Institution objectives and performance indicators

1.	Institution objective	To progress the development of a multi-campus technological university (TU) for the South East in partnership with WIT
	Performance indicator	Progress through stages for designation as a TU in line with the process set out in the HEA 2012 publication <i>'Process and Criteria for Designation as a Technological University'</i>
	Baseline	Memorandum of understanding between IT Carlow and Waterford IT (Appendix 6) Approval to progress to Stage 2 of the published TU process TU Project Implementation Board in operation TU Project Office established in each campus
	Interim target, end 2014	Completion of due diligence, submission of an agreed Stage 2 business plan for the TU for the South East by the governing bodies of IT Carlow and Waterford IT
	Interim target, end 2015	Subject to the outcome of the Stage 3 review panel and decisions of the governing bodies of IT Carlow and Waterford IT, to have progressed the implementation of the business plan for the establishment of the TU
	Final target, end 2016	Advanced implementation of business plan for the establishment of the TU

Assumption - That all parties contribute to the successful achievement of these objectives

6. Annual Compliance Statement

As the strategic dialogue process develops, the HEA will take into account ongoing compliance with important foundational requirements such as:

- Statutory quality assurance processes
- Providing an annual statement required under their Code of Governance and with all other requirements of that Code
- Providing details of satisfactory financial outturn, budget and financial plan
- Employment control framework
- Data returns to the HEA.

Where significant or urgent compliance issues arise (such as unacceptable financial deficit, weakness in financial plans or major omissions or delays in returns, they will be discussed as part of the strategic dialogue).

7. Performance Funding

Having regard to the performance of Institute of Technology, Carlow in the strategic dialogue process leading to this compact, performance funding of

€ 107,000

has been allocated to the Institute.

8. Agreement

To be completed following the conclusion of the strategic dialogue process.

Having regard to the agreed minute of the strategic dialogue meeting attached, the HEA and Institute of Technology, Carlow agree that the mission, planned profile and targets, as set out in the foregoing sections of this Compact, are consistent with the objectives set for the higher education system and are appropriate to Institute.

Signed:

Chief Executive, Higher Education Authority

Date:

Signed:

Chief Officer, Institute of Technology, Carlow

Date:

Signed:

Chief Officer Institute of Technology Carlow

Date: