

# Mission-based Performance Compact

## 2018-2021

*between*

**Institute of Technology Carlow**

*and*

**The Higher Education Authority**

Date: 20/12/2018

## Context

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

The purpose of strategy and performance 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.

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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Sets out the Performance Funding Framework within which the HEA will allocate performance funding to Institute of Technology Carlow.	
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Includes a statement of Institute of Technology Carlow's mission and strategy. The Institute of Technology Carlow also agrees to inform the Higher Education Authority of changes to its mission and profile.	
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Sets out Institute of Technology Carlow's strategic intentions and objectives using standardised templates aligned to the published framework. These strategic intentions / objectives <i>must</i> align with the institution's own properly formulated strategic plan.	
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Where significant or urgent governance or compliance issues arise, an institution may be deemed not to have met the minimum requirements of strategy and performance dialogue.	
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Contains confirmation of the agreement between the HEA and Institute of Technology Carlow, to be signed upon conclusion of the strategy and performance dialogue process.	
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Where necessary, this includes additional material supplied by Institute of Technology Carlow, including details of how objectives might be objectively verified. This appendix will include a quantitative data sets developed by the HEA and HEIs over the coming months. Institutions will be required to validate and finalise these institutional baselines by September.	

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# 1. Establishment of the Compact

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

- This Compact consists of this document and the accompanying data report on the performance
- The term of this Compact is from September 2018 to September 2021 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.

## 2. Performance Funding Framework

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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 by the HEA based on performance by reference to high level targets set out in the Framework. Targets must be agreed in strategy and performance 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 strategy and performance 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.

### 3 Mission and Strategy Statement

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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.

#### *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 strategy and performance 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.

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Enter a short summary of your mission and strategy statement here along with a link to your institution's published strategy.

Institute of Technology Carlow is a values-led organisation that puts the quality of the learner experience centre-stage, supported by our commitment to knowledge development and the achievement of excellence; to connectivity with our regions and the world; to creativity and innovation; and to ensuring high standards of integrity and ethical behaviour in all of our endeavours.

In October 2018, Institute of Technology Carlow published its new Strategic Plan 2019-2023 (**Appendix 1**, - [www.itcarlow.ie/resources/strategic-plan-2019-2023.htm](http://www.itcarlow.ie/resources/strategic-plan-2019-2023.htm)). This plan provides an overview of our development to-date, our performance under Strategic Plan 2014-2018 and what we are planning for in the coming years. Over the course of the last strategic plan, Institute of Technology Carlow strategically positioned itself to contribute maximally to the rapidly changing higher education landscape as an autonomous higher education institution and through our joint venture with Waterford Institute of Technology towards re-configuration and designation under new Irish legislation as the unitary multi-campus Technological University of South East Ireland. Both paths are closely aligned and ambitious. Both build on our innate values, history, strengths and aspirations. Both are centred on our collaborative approach to transforming lives and the achievement of excellence through a student centred philosophy. Both lead us to our over-arching goal of realising our potential as a Leading European Technological University.

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**Vision 2030 - A Leading European Technological University: Inspiring Individuals - Transforming Society**

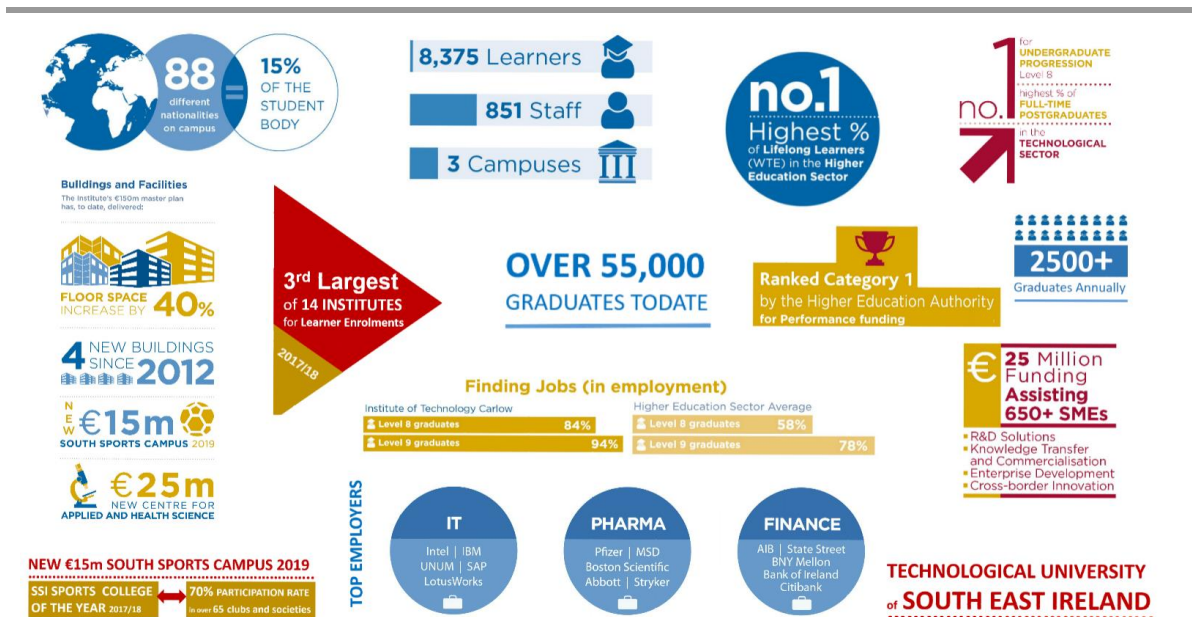
**Engage, Learn, Innovate** and **Lead** represent the pillars of the mission of the Institute articulated through an educational environment and context where learners pursue studies in higher education and research up to doctoral level. Through a culture of enquiry, innovation and excellence we challenge 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. These pillars also provide the overarching principles under which the strategies and operations of the Institute are aligned.

Strategic Plan 2019-2023 is built around five strategic priorities (below), each of which includes a number of high-level goals and key actions as well as a 2023 target. Our 2030 vision is also presented in this plan.

<b>Strategic Plan 2019-2023</b>	<b>1. OUR LEARNERS</b>	We will exemplify excellence in education and student life, provide opportunity, engage with all our learners and support them in their development as confident global citizens.
	<b>2. OUR RESEARCH</b>	We will build on our success in knowledge development, grow our research capacity, increase our collaborations and impact, and broaden our disciplines and funding streams.
	<b>3. OUR ENGAGEMENT</b>	We will expand our local, regional, national and global partnerships, lead in knowledge creation and application, enterprise creation and socio economic development.
	<b>4. OUR CAMPUS COMMUNITY</b>	We will support our community by strengthening our culture of inclusivity, demonstrating excellence in leadership and governance, developing our physical and virtual infrastructure, and by restructuring our organisation for further growth.
	<b>5. OUR SUSTAINABLE DEVELOPMENT</b>	We will educate for sustainable development locally, nationally and globally, and we will lead by example.

The relationship between the Key System Objectives, Institute of Technology Carlow Compact Priorities and the Institute's Strategic Plan 2019-2023 are summarised on pages 10-17. The past seven years has been a period of significant transformation, growth and success for Institute of Technology Carlow (see overleaf and **Appendix 2** for further contextual information). Today we are one of Ireland's most progressive and innovative higher education providers with a distinguished 48-year history of learner-centred education and research, collaborating with prominent national and international civic, academic and industry partners and leading transformational socioeconomic development.

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## Technological University of South East Ireland and Project Ireland 2040

Since 2012, the strategic development of Institute of Technology Carlow as an autonomous institution has focused on being “*technological university-ready*” in terms of national process and criteria; developing a vision and implementation framework for the technological university consistent with the Technological Universities Bill 2015/Technological Universities Act 2018; while working with Waterford Institute of Technology (WIT) regarding joint vision and merger planning. We are at an advanced stage of application for designation as the Technological University of South East Ireland, building on the collective strengths of our two institutes developed cumulatively over 100 years, widespread stakeholder support, and a rapidly growing national population, economy and international reputation (tuse.ie). The establishment of the multi-campus Technological University of South East Ireland is a priority in Project Ireland 2040 (National Development Plan 2016-2017, February 2018). Achievement of this goal over the course of this compact will impact on all six Key System Objectives.

The collective vision of the South East Institutes of Technology for the Technological University of South East Ireland is as follows:

*A leading European Technological University recognised for regional connectedness with global impact with a student-centred philosophy transforming lives and achieving excellence through collaborative approaches.*

### Mission-based Performance Compact 2018-2021

As we plan for the next stage of our development, we are operating in a rapidly changing external environment. A strong economy, rapidly growing regional population, the new Technological University Act 2018, numerous national reviews, strategies and action plans, and geopolitical shifts (including Brexit) will all influence our journey. Further relevant contextual information is provided in **Appendix 2**, while representative case studies, traversing each of the



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six key system objectives, are presented in **Appendix 3**.

This *Mission-based Performance Compact 2018-2021* is fully aligned and integrated with the concurrent strategic planning and implementation processes outlined above. An overview of Institutional Priorities detailed in the following sections of this compact is presented overleaf (pages 10-17).

## Overview of the Relationship between the Key System Objectives, Institute of Technology Carlow Compact Priorities and the new Strategic Plan 2019-2023

### KEY SYSTEM OBJECTIVE 1

Key System Objectives	Institute of Technology Carlow Compact Priorities 2018-2021	Institute of Technology Carlow Strategic Plan 2019-2023 Mapping of Compact Priorities to Thematic Areas, Goals and Key Actions
<p><b>Objective 1</b> Providing a strong talent pipeline combining knowledge, skills &amp; employability which responds effectively to the needs of our enterprise, public service and community sectors, both nationally and regionally, and maintains Irish leadership in Europe for skill availability</p>	<p><b>Institutional Priority 1.</b> Institute of Technology Carlow will maintain its position as market leader of lifelong learning WTE student numbers to 2020 through our continued effective response to the needs of our enterprise, public service and community sectors. We will continually enhance the skill base of the workforce and extend our opportunities for Springboard participants through the provision of a strong talent pipeline combining knowledge, skills and employability, which responds to the skills deficit and upskilling requirements of 2020 and beyond.</p> <p><b>Institutional Priority 2.</b> Institute of Technology Carlow 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. We will continuously improve the learning experience so that all learners acquire skills and develop as independent learners. All programmes will provide students with a range of opportunities to develop, practice and be assessed on an agreed range of key employability skills and graduate attributes.</p>	<p><b>Thematic Area 1: Our Learners</b> <b>Goal 1: Graduate Attributes</b> We will maximise the opportunity for the development of <i>Institute of Technology Carlow Graduate Attributes</i> both within programmes of study and research, and extracurricular, involving all institutional professional supports, meeting the needs of learners and creating a dynamic global community of Institute of Technology Carlow <i>alumni</i> who are ready for life, work and citizenship. <b>Key Actions</b> under this goal include inter alia further embedding Institute of Technology Carlow Graduate Attributes within all programmes of study and research through curriculum review; enhanced opportunities for graduate attributes development through extracurricular activities; development of employability statements across all disciplines within the context of the Institute of Technology Carlow Graduate Attributes Frameworks and related initiatives.</p> <p><b>Thematic Area 1: Our Learners</b> <b>Goal 2: Learner Engagement, Retention and Progression Framework</b> The experience of both prospective learners, existing learners and graduates will be enhanced through the development and implementation of our holistic <i>Institute of Technology Carlow Learner Engagement Retention and Progression Framework (LERPF)</i> and its accompanying supports. <b>Key Actions</b> under this goal include inter alia further enhancing our engagement with prospective learners and learners; <i>student as leader</i> initiatives; developing our modes of delivery and supports with a particular focus on learners from non-traditional backgrounds and the first year experience at the Institute; progression pathways and opportunities; apprenticeships; alumni engagement.</p> <p><b>Thematic Area 1: Our Learners</b> <b>Goal 3: Teaching, Learning and Assessment</b> We will review our teaching, learning and assessment strategies, to ensure that the highest quality dynamic, adaptable and innovative learning experience continues to be provided for all of</p>

		<p>our students through an education system that responds effectively to the needs of our society, provides real world learning opportunities and the development of transferrable life skills.</p> <p><b>Key Actions</b> under this goal include inter alia further innovations in experiential learning, co-operative work based learning and collaborative provision; further rollout of our new <i>Roadmap for Blended, Flexible and Distributed Learning</i>; increased digital capacity; teaching, learning and assessment strategies for learner inclusiveness and equity.</p> <p><b>Thematic Area 3: Our Engagement</b></p> <p><b>Goal 3: Leading the region</b></p> <p>We are committed to harnessing our education and research towards evolving economic and social objectives and to further enhancing our engagement and integration with regional development, with a particular focus on the South-East, Mid-East and Midlands.</p> <p><b>Key Actions</b> under this goal include inter alia shaping the future skills agenda; broadening engagement activities with public, private and voluntary organisations; driving regional/local development including Regional APJs; developing strong networks of engaged alumni.</p> <p><b>Thematic Area 5: Our Sustainable Development</b></p> <p><b>Goal 1: Education for Sustainability</b></p> <p>We are committed to equity of access, transfer and progression opportunities, to lifelong learning, and to making a significant, sustainable and socially responsible contribution to our regions, Ireland and the world. Through this strategic plan, we intend to engage and educate for sustainable development and work to improve the quality of life and well-being of our regions by linking economic development, protection of the environment, human rights and social justice.</p> <p><b>Key Actions</b> under this goal include inter alia the <i>National Access Plan for Equity of Access to Higher Education</i>; leadership roles with Regional Skills For a and ETBs; Lifelong Learning and Springboard; sustainability principles in the curriculum and staff development; pedagogical approaches for active and participatory learning leading to development of key dispositions and skills.</p>
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## KEY SYSTEM OBJECTIVE 2

Key System Objectives	Institute of Technology Carlow Compact Priorities 2018-2021	Institute of Technology Carlow Strategic Plan 2019-2023 Mapping of Compact Priorities to Thematic Areas, Goals and Key Actions
<p><b>Objective 2</b> Creating rich opportunities for national and international engagement which enhances the learning environment and delivers a strong bridge to enterprise and the wider community</p>	<p><b>Institutional Priority 1.</b> Institute of Technology Carlow will develop and implement an effective internationalisation strategy informed by <i>Irish Educated Globally Connected An International Education Strategy for Ireland 2016-2020</i>. This strategy will enhance institutional collaboration, student recruitment and international mobility activities focusing on strategically identified key markets.</p>	<p><b>Thematic Area 3: Our Engagement</b> <b>Goal 2: Collaboration in Education</b> Along with our partners, we will lead in collaborative inter-institutional, regional, national, transnational and international collaborative programme provision, improving access and creating new opportunities and capacity to develop and deliver high quality programmes to a much wider range of learners. <b>Key Actions</b> under this goal include <i>inter alia</i> joint awarding/collaborative partnerships within a wider range of disciplines; progression opportunities to L9 and L10 for each programme developed within international partnerships; working with collaborative partners on relevant quality systems in teaching, learning and research.</p>
	<p><b>Institutional Priority 2.</b> Institute of Technology Carlow will increase the output of economically relevant knowledge, know-how and patents through strengthening institutional outputs delivered through our technology transfer and enterprise support activities and among researchers.</p>	<p><b>Thematic Area 3: Our Engagement</b> <b>Goal 4: Global connections</b> We will ensure a global dimension into the design and delivery of education, research, and knowledge exchange bringing alternative ways of thinking and understanding, enriching teaching and learning, encouraging equality, diversity and inclusion and opening our entire community to external stakeholders. <b>Key Actions</b> under this goal include <i>inter alia</i> internationalisation strategy informed by national strategy; further embedding an international dimension, approaches and perspectives in the curriculum; enhanced institutional collaboration, student recruitment and international mobility activities in key markets; 15% international students; increased participation in Erasmus+; increased international researcher mobility.</p> <p><b>Thematic Area 3: Our Engagement</b> <b>Goal 1: Knowledge and Networks</b> We recognise that knowledge exchange is a key catalyst for organisational innovation, local and regional development and value creation. Through our holistic design thinking approach, we will facilitate the stimulation and creation of new knowledge and the direct sharing, application and exploitation of this knowledge for the social, cultural and economic development of society. <b>Key Actions</b> under this goal include <i>inter alia</i> engagement strategy development for enhanced knowledge transfer; increased industry funding of applied research; increased output of economically relevant knowledge, know-how and IP; entrepreneurial clusters and networks; broadened interventions that assist innovators, entrepreneurs, SMEs; 40% increase in spin-outs; 20% increase in industry project agreements; 20% increase in commercially relevant technologies; enhanced structures to leverage knowledge exchange and collaboration opportunities, and encourage staff engagement.</p>

### KEY SYSTEM OBJECTIVE 3

Key System Objectives	Institute of Technology Carlow Compact Priorities 2018-2021	Institute of Technology Carlow Strategic Plan 2019-2023 Mapping of Compact Priorities to Thematic Areas, Goals and Key Actions
<p><b>Objective 3</b> Excellent research, development and innovation that has relevance, growing engagement with external partners and impact for the economy and society and strengthens our standing to become an Innovation Leader in Europe.</p>	<p><b>Institutional Priority 1.</b> Institute of Technology Carlow will continue to increase postgraduate research enrolments in disciplines aligned to enterprise and other national needs in line with Technological University criteria and informed by the goals of Innovation 2020.</p>	<p><b>Thematic Area 2: Our Research</b> <b>Goal 1: Supporting our Research Growth</b> We will continue to develop and support an enquiry based, research informed learning environment that will produce more research opportunities and outputs. This will be under-pinned by ongoing strategic investment in intellectual capital, physical infrastructure and enabling institutional policies. <b>Key Actions</b> under this goal include <i>inter alia</i> recruitment of faculty with high impact research outputs; research career strategy for researchers; administrative supports and policies for funded quality research; institutional Repository; prioritised investment in strategic research facilities and infrastructure; continual development of Intellectual Property Policies; high quality research experience.</p>
	<p><b>Institutional Priority 2.</b> Institute of Technology Carlow will develop and implement its engagement strategies with industry to provide opportunities for knowledge transfer and to achieve increased industry funding of applied research at the Institute.</p>	<p><b>Thematic Area 2: Our Research</b> <b>Goal 2: Research Culture and Capacity</b> We will increase postgraduate research enrolments in disciplines aligned to enterprise and other national needs, and we will maximise the involvement of academic staff in research, exceeding Technological University criteria and informed by the goals of Innovation 2020. <b>Key Actions</b> under this goal include <i>inter alia</i> L10 Awarding Authority in all CORE areas; doubling the number of registered postgraduate researchers; doubling the number of postgraduate research enrolments aligned to enterprise and other national needs; increasing the number of research active staff to at least 50% of full time academic staff.</p> <p><b>Thematic Area 2: Our Research</b> <b>Goal 3: Research with impact</b> The research focus of Institute of Technology Carlow is ‘knowledge in action’ and our research output dissemination, knowledge transfer, entrepreneurship, commercialisation, and liaison with industry will continue to be vital elements of ensuring that our research has global relevance and contributes to the advancement of our regions. <b>Key Actions</b> under this goal include <i>inter alia</i> supports for increasing research productivity and performance; maximising economic impact; expanding social and economic research partnerships and networks; doubling the number of collaborative research projects with industry; enhanced targeting of national and European research funding; doubling Institutional research impact using established metrics.</p>

## KEY SYSTEM OBJECTIVE 4

Key System Objectives	Institute of Technology Carlow Compact Priorities 2018-2021	Institute of Technology Carlow Strategic Plan 2019-2023 Mapping of Compact Priorities to Thematic Areas, Goals and Key Actions
<p><b>Objective 4</b> Significantly improves the equality of opportunity through Education and Training and recruits a student body that reflects the diversity and social mix of Ireland's population</p>	<p><b>Institutional Priority 1.</b> Institute of Technology Carlow will maintain its National Access Plan for Equity of Access to Higher Education new entrant numbers by further developing, implementing and maintaining non-standard entry routes aimed at the six target groups, lone parents and first-generation learners.</p>	<p><b>Thematic Area 3: Our Engagement</b> <b>Goal 2: Collaboration in Education</b> Along with our partners, we will lead in collaborative inter-institutional, regional, national, transnational and international collaborative programme provision, improving access and creating new opportunities and capacity to develop and deliver high quality programmes to a much wider range of learners. <b>Key Actions</b> under this goal include <i>inter alia</i> joint awarding/collaborative partnerships within a wider range of disciplines; progression opportunities to L9 and L10 for each programme developed within international partnerships; working with collaborative partners on relevant quality systems in teaching, learning and research.</p>
	<p><b>Institutional Priority 2.</b> Institute of Technology Carlow will develop and implement its formal Learner Engagement Framework to further embed an Institute-wide approach to access strategies for those from the six target groups, lone parents and first-generation learners.</p>	<p><b>Thematic Area 5: Our Sustainable Development</b> <b>Goal 1: Education for Sustainability</b> We are committed to equity of access, transfer and progression opportunities, to lifelong learning, and to making a significant, sustainable and socially responsible contribution to our regions, Ireland and the world. Through this strategic plan, we intend to engage and educate for sustainable development and work to improve the quality of life and well-being of our regions by linking economic development, protection of the environment, human rights and social justice. <b>Key Actions</b> under this goal include <i>inter alia</i> the <i>National Access Plan for Equity of Access to Higher Education</i>; leadership roles with Regional Skills For a and ETBs; Lifelong Learning and Springboard; sustainability principles in the curriculum and staff development; pedagogical approaches for active and participatory learning leading to development of key dispositions and skills.</p> <p><b>Thematic Area 1: Our Learners</b> <b>Goal 2: Learner Engagement, Retention and Progression Framework</b> The experience of both prospective learners, existing learners and graduates will be enhanced through the development and implementation of our holistic <i>Institute of Technology Carlow Learner Engagement Retention and Progression Framework</i> (LERPF) and its accompanying supports. <b>Key Actions</b> under this goal include <i>inter alia</i> further enhancing our engagement with prospective learners and learners; <i>student as leader</i> initiatives; developing our modes of delivery and supports with a particular focus on learners from non-traditional backgrounds and the first year experience at the Institute; progression pathways and opportunities; apprenticeships; alumni engagement.</p>

## KEY SYSTEM OBJECTIVE 5

Key System Objectives	Institute of Technology Carlow Compact Priorities 2018-2021	Institute of Technology Carlow Strategic Plan 2019-2023 Mapping of Compact Priorities to Thematic Areas, Goals and Key Actions
<p><b>Objective 5</b> Demonstrates consistent improvement in the quality of the learning environment with a close eye to international best practice through a strong focus on quality &amp; academic excellence</p>	<p><b>Institutional Priority 1.</b> Institute of Technology Carlow will continue to prioritise the Continuous Professional Development of all staff.</p>	<p><b>Thematic Area 4: Our Campus Community</b> <b>Goal 1: Our Staff</b> We will continue to attract, develop and retain the very best people, nurturing talent, offering equal opportunities to career progressions and celebrating achievement. <b>Key Actions</b> under this goal include <i>inter alia</i> completing the professional support service reviews for all departments and the implementation of resulting operational plans; <i>Career Development Framework</i> and continuing to prioritise Continuous Professional Development; 55% target for academic staff L10 qualifications; actively encouraging an environment that inspires idea creation and the emergence of new activities and initiatives.</p> <p><b>Thematic Area 1: Our Learners</b> <b>Goal 3: Teaching, Learning and Assessment</b> We will review our teaching, learning and assessment strategies, to ensure that the highest quality dynamic, adaptable and innovative learning experience continues to be provided for all of our students through an education system that responds effectively to the needs of our society, provides real world learning opportunities and the development of transferrable life skills. <b>Key Actions</b> under this goal include <i>inter alia</i> further innovations in experiential learning, co-operative work based learning and collaborative provision; further rollout of our new <i>Roadmap for Blended, Flexible and Distributed Learning</i>; increased digital capacity; teaching, learning and assessment strategies for learner inclusiveness and equity.</p> <p><b>Thematic Area 4: Our Campus Community</b> <b>Goal 2: Our physical infrastructure</b> We will continue to develop our digital and multi-campus facilities and ensure that our physical spaces are both environmentally and aesthetically excellent, attractive and fit for purpose for our students and staff, are supported by cutting edge IT systems, are a regional and national resource, and are well utilised for the benefit of the local communities and the region. <b>Key Actions</b> under this goal include <i>inter alia</i> completing the South Sports Campus development, the new Applied and Health Sciences building, LRC extension in Carlow and the new Wexford campus; collaborative higher education provision with Wicklow County Campus and Kilkenny County Council; continuing to upgrade and install state of the art technology to support all of our activities and services, prioritising the development of a digital approach to systems and services.</p>
	<p><b>Institutional Priority 2.</b> Building on our ICT infrastructure and virtual learning environment, we will implement strategic pilot projects within existing programmes and cross-campus and develop an integrated institutional strategic plan for blended, flexible and distributed learning.</p>	

## KEY SYSTEM OBJECTIVE 6

Key System Objectives	Institute of Technology Carlow Compact Priorities 2018-2021	Institute of Technology Carlow Strategic Plan 2019-2023 Mapping of Compact Priorities to Thematic Areas, Goals and Key Actions
<p><b>Objective 6</b> Demonstrates consistent improvement in governance, leadership and operational excellence.</p>	<p><b>Institutional Priority 1</b> We will develop and implement a strategy to support and develop members of our Governing Body, Executive and Management Teams in fulfilling their roles to the highest standard.</p>	<p><b>Thematic Area 3: Our Engagement</b> <b>Goal 3: Leading the region</b> We are committed to harnessing our education and research towards evolving economic and social objectives and to further enhancing our engagement and integration with regional development, with a particular focus on the South-East, Mid-East and Midlands. <b>Key Actions</b> under this goal include inter alia shaping the future skills agenda; broadening engagement activities with public, private and voluntary organisations; driving regional/local development including Regional APJs; developing strong networks of engaged alumni.</p>
	<p><b>Institutional Priority 2</b> We will develop a strategy and plan for the implementation of the 2018 Higher Education Gender Equality Task Force and the attainment of Athena Swan bronze institutional award by 2019.</p>	<p><b>Thematic Area 4: Our Campus Community</b> <b>Goal 4. Organisational governance and structures</b> We will continue to demonstrate exemplary leadership and governance and we will further develop our organisational structures to support and further enable our continued successful transition to a larger, more complex education provider. <b>Key Actions</b> under this goal include <i>inter-alia</i> continual improvement in governance, leadership and operational excellence; intelligent and timely use of information and analytics in evidence based decision making; high-quality, transparent and strategic financial planning; further diversification of income streams; enhanced engagement and support services across all campuses; phased implementation of PPS review recommendations; annual participation in U-Multirank to benchmark performance in teaching and learning, research, knowledge transfer, international orientation and regional engagement; Communications Strategy.</p> <p><b>Thematic Area 3: Our Engagement</b> <b>Goal 4: Global connections</b> We will ensure a global dimension in the design and delivery of education, research, and knowledge exchange bringing alternative ways of thinking and understanding, enriching teaching and learning, encouraging equality, diversity and inclusion and opening our entire community to external stakeholders. <b>Key Actions</b> under this goal include <i>inter alia</i> internationalisation strategy informed by national strategy; further embedding an international dimension, approaches and perspectives in the curriculum; enhanced institutional collaboration, student recruitment and international mobility activities in key markets; 15% international students; increased participation in Erasmus+; increased international researcher mobility.</p> <p><b>Thematic Area 4: Our Campus Community</b> <b>Goal 3: Our culture of inclusion</b></p>



		<p>To nurture our culture as our multi campus provision continues to develop and to grow, we will capture, accentuate and celebrate our distinctiveness and ensure that all of our people are valued, supported, and feel proud to work at Institute of Technology Carlow.</p> <p><b>Key Actions</b> under this goal include <i>inter alia</i> implementation of the Institute of Technology Carlow 2018 EDI Policy; implementation of the recommendations of the <i>Expert Group on Gender Equality in Higher Education 2016</i> and of the <i>National Taskforce on Gender Equality in Higher Education 2018</i>; achieve Institutional Athena SWAN Bronze Award and individual faculty Bronze Awards.</p>
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## 4. Development Plans and Key System Objectives

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### Section summary

Institutions are required to set out a description of their proposed approach to deliver on each of the six key system objectives, with reference to the national targets as set out in the Framework.

- Institutions should detail a maximum of two institutional strategic priorities under each of the six framework headings.
- Each strategic priority should be accompanied by a description of the strategic initiatives, currently being implemented, or to be implemented over the three-year timespan of the compact (academic years 2018–2021).
- These strategic initiatives should be described with reference to the high-level targets as set out in the framework.

<b>Objective 1</b>	Providing a strong talent pipeline combining knowledge, skills & employability which responds effectively to the needs of our enterprise, public service and community sectors, both nationally and regionally, and maintains Irish leadership in Europe for skill availability
<b>Objective 2</b>	Creating rich opportunities for national and international engagement which enhances the learning environment and delivers a strong bridge to enterprise and the wider community
<b>Objective 3</b>	Excellent research, development and innovation that has relevance, growing engagement with external partners and impact for the economy and society and strengthens our standing to become an Innovation Leader in Europe.
<b>Objective 4</b>	Significantly improves the equality of opportunity through Education and Training and recruits a student body that reflects the diversity and social mix of Ireland's population
<b>Objective 5</b>	Demonstrates consistent improvement in the quality of the learning environment with a close eye to international best practice through a strong focus on quality & academic excellence
<b>Objective 6</b>	Demonstrates consistent improvement in governance, leadership and operational excellence.

## 4.1 Key System Objective 1

*Providing a strong talent pipeline combining knowledge, skills & employability which responds effectively to the needs of our enterprise, public service and community sectors, both nationally and regionally, and maintains Irish leadership in Europe for skill availability.*

### High Level Targets:

1. Increase to 10% the number of those aged 25-64 engaged in lifelong learning by 2020 and to 15% by 2025 National Skills Strategy Target; current base line is 6.7%;
2. Increase the numbers of HE entrants studying on a flexible basis by 25% by 2021 (baseline 2016/17 20% or 45,018 of total enrolments are flexible learners);
3. Increase tertiary attainment among 30-34 years olds to 60% by 2020 (52.9% 2016);
4. All students will have the opportunity to undertake a work placement or work-based project as part of their course by 2025 (baseline to be established and tracked);
5. Introduce Employability Statements for all disciplines in all HEIs by 2020 (baseline to be established and tracked);
6. Increase number of available Springboard places by 30% by 2021 in both universities and institutes of technology;
7. Double target to 9,000 annual new apprenticeship registrations by 2020 (over 4,500 in 2017) with 78 separate apprenticeships in place;
8. Increase the proportion of the higher education cohort studying a foreign language, in any capacity, as part of their course to 20% by 2026 (new baseline to be established and tracked);
9. Achievement of the targets in the new ICT Action Plan.

### Strategy summary

Please provide details of a maximum of two institutional strategic priorities Institute of Technology Carlow has identified under Key System Objective 1. Each strategic priority should include a description of the strategic initiatives, with reference to the above high-level targets, that Institute of Technology Carlow is currently implementing or will implement over the three-year timespan of the compact (academic years 2018-2021).

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.

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

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### **Institute of Technology Carlow Strategy summary:**

The past decade has been a challenging one for Higher Education. Recent steps point to a reinvigoration of Irish higher education and Ireland now offers a good example of how the social contract between higher education and society has been reframed for the 21st century.

A high quality, responsive higher education system is crucial to delivering on our ambition to make Ireland's higher education system the best in Europe by 2026. Ireland's people are its greatest asset. Institute of Technology Carlow will support employer and learner access to a dynamic, adaptable, innovative and high-quality education system that responds effectively to the needs of our enterprise, public service and community sectors, both nationally and regionally, and maintains Irish leadership in Europe for skill availability. Employers, whether public or private will have access to an excellent pipeline of talented, innovative workers. Lifelong learning at Institute of Technology Carlow will continue to excel as it is promoted and supported as well as more effective use of skills for the workplace to drive productivity and innovation.

Institute of Technology Carlow with its deep roots in enterprise continues to make a substantial contribution to the future skills agenda. However, anticipating future skills (in particular) will always be a challenge given the complex and dynamic world we live in. Institute of Technology Carlow is well positioned to provide effective solutions to many of these challenges. Institute of Technology Carlow plays a unique role in maintaining a supply of new and future skills by facilitating a collaboration between enterprise, industry and business in the region and beyond (**Appendix 3, Case Study 1**).

Given the importance of lifelong learning, the EU2020 Strategy includes a target to have 15% of 25-64 year-olds participating in lifelong learning by 2020. Institute of Technology Carlow is committed to lifelong learning to ensure a significant, sustainable and socially responsible contribution to our regions, Ireland and the world. The Institute has the highest % of Lifelong Learners in the Higher Education Sector (WTE) and in the current 17/18 academic year, 45% of its learner population are lifelong learning students. Thus Institute of Technology Carlow plans to continue to exceed the target set as it consolidates and maintains this position through the lifetime of this system performance framework.

Institute of Technology Carlow will develop greater opportunities for part-time, flexible and blended learning, further enhancing our national leadership in the provision of lifelong learning. We will also ensure that our programmes are accessible and flexible, and that they make the best use of contemporary teaching methods. The Centre for Teaching & Learning and the Faculty for Lifelong Learning, in partnership with our other Faculty's, have, through their programmatic reviews implemented new approaches to teaching and programme design. At the same time, the Library has greatly expanded access to online information resources. We will also be strategic in rising to the challenges associated with delivering high-quality education via flexible and online delivery, including Massive Open Online Courses (MOOCs) and other emerging forms of technology-enhanced learning.

The latest available EU figures (2016) show that 39% of 30-34 year olds had a third level qualification. Ireland had the fourth highest third level educational attainment level at 53%, behind Cyprus (53%), Luxembourg (55%) and Lithuania (59%). The proportion of the 30-34 age group with a third level qualification has slowly increased in recent years. In Q2 2017, 53% of persons aged 30-34 years old had a third level qualification (CSO figures). Institute of Technology Carlow is committed to increasing the tertiary attainment among 30-34 years olds by 2020.

Learners gain invaluable experience from placement in real world settings, while organisations and enterprises (public and private) enhance their capacity to innovate and embrace new insights and technologies through interaction with higher education. Our ambition is to become an innovation

leader in Europe and to develop stronger entrepreneurship in education to match top performers in Europe. Institute of Technology Carlow is committed to creating a learner centred environment that integrates academic theory and challenge with work-related experiences and developing highly valued graduates and delivering high quality education and research to add value to the social, cultural and economic capital of the communities we serve. Each programme in the Institute will provide student placement opportunities either through volunteering activities, international placement or work placement by 2025.

Institute of Technology graduates are highly sought after. Six months after graduating, 84% of Level 8 and 94% of Level 9 graduates are in employment. The reason for this success is that we provide learners with inspiring teaching, exceptional personal support, and a wide range of opportunities to acquire the skills necessary for them to succeed after graduating. Employability is at the heart of Institute of Technology Carlow and we are committed to making our programmes count in the job market through integrated work experience, contemporary relevance and professional body accreditation. Our lecturers have practitioner expertise and links to industry that bring work experience, live briefs, guest lecturers, networking opportunities and professional mentors to our programmes. Industrial expertise is captured by Institute of Technology Carlow through welcoming industry and sector representatives as guest lecturers, external examiners, board members and partners in programme development. Through site visits, students see first-hand how the workplace operates. This close relationship with our industrial and sector partners enriches the student experience and provides important bridges to employment. Institute of Technology Carlow has a graduate attributes framework which represent the particular skills and qualities Institute of Technology Carlow alumni possess as a result of their overall experience at the Institute (**Appendix 3, Case Study 2**). Employability statements will be in place for every programme by 2020.

Institute of Technology Carlow responds annually to the HEA Springboard call and in doing so seeks to address an identified current or future skills need including a precise labour market rationale, which is demonstrated by clear evidence and supported by industry representatives. The Institute would be happy to increase its number of available places by 30% by 2021 and will respond to the annual call from the HEA with appropriate programmes based on the identified skills deficits and up skilling needs of the region and economy.

Institute of Technology Carlow prides itself in responding to Government initiatives and collaborating with industry. Approval of a proposed Level 6 Geo Drilling Apprenticeship programme was announced in December 2017 by the Minister for Education and Skills. Institute of Technology Carlow is since leading a consortium with representatives from Geoscience Ireland, Geological Survey Ireland, SIPTU, Lisheen Mining and Technical Services, Irish Mining and Quarrying Society and a number of drilling contractors through the development phase of this new programme. Institute of Technology Carlow is committed to delivering real career choice for young people and other learners as they move into and within the workplace and sees the opportunity to deliver a broadly-based, high quality and sustainable apprenticeship system for young people, for enterprise and for the economy (**Appendix 3, Case Study 3**).

Institute of Technology Carlow will maintain in its curricula a balance of breadth and depth that develops our learner's independent lifelong learning capacity so that they become versatile and adaptable graduates equipped to participate in the international professional environment and global society.

The ICT sector is of vital strategic importance to Ireland, both in terms of the numbers of high skilled professionals employed and its significant contribution to export performance. In terms of working to implement the ICT Skills Action Plan, there are a number of retention initiatives operating within

Institute of Technology Carlow. There is a Retention Centre service, which is dedicated to all students taking courses delivered by the Computing & Networking department, particularly focused on 1<sup>st</sup> year students either with one-to-one or group tutorials. The Retention Centre is student driven and up to 57% of students engage with the Centre. Another initiative within the Computing & Networking department is 100% continuous assessment of first year modules, where every laboratory session has some assessed component. Generally students receive feedback on a weekly basis. In addition Institute of Technology Carlow continues upskilling and development of existing industry employees in the ICT sector as a means will of making a vital contribution to achieving our goals.

In spite of the challenges, Institute of Technology in Carlow has not stood still. Our achievements have given us a strong sense of accomplishment and pride that is evident throughout the Institute and amongst internal and external constituencies. As we embark on the next stage of our development, we will provide a strong talent pipeline combining knowledge, skills and employability which responds effectively to the needs of our enterprise, public service and community sectors, both nationally and regionally, and maintains Irish leadership in Europe for skill availability.

**Key System Objective 1 and High Level Targets 1-10**

**Institutional Priority 1.**

Institute of Technology Carlow will maintain its position as market leader of lifelong learning WTE student numbers to 2020 through our continued effective response to the needs of our enterprise, public service and community sectors. We will continually enhance the skill base of the workforce and extend our opportunities for Springboard participants through the provision of a strong talent pipeline combining knowledge, skills and employability, which responds to the skills deficit and upskilling requirements of 2020 and beyond.

**Institutional Priority 2.**

Institute of Technology Carlow 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. We will continuously improve the learning experience so that all learners acquire skills and develop as independent learners. All programmes will provide students with a range of opportunities to develop, practice and be assessed on an agreed range of key employability skills and graduate attributes.

Five year Institutional Strategic Goals and Key Actions (2019-2023) provide the broader context for this compact (left-hand column overleaf). Three year institutional Compact priorities, aligned with KSO1 and related national HLT's, are presented in the right-hand column overleaf, together with the baseline and annual targets for 2018/19, 2019/2020 and 2020/2021 .

## Key System Objective 1 and High Level Targets 1-10

Five Year Strategic Plan 2019-2023 Thematic Areas, Goals and Key Actions relevant to KSO1 /HLT10	Three Year Compact Priorities 2018-2021 aligned to KSO1/HLT10
<p><b>Thematic Area 1: Our Learners</b>  <b>Goal 1: Graduate Attributes</b>            We will maximise the opportunity for the development of <i>Institute of Technology Carlow Graduate Attributes</i> both within programmes of study and research, and extracurricular, involving all institutional professional supports, meeting the needs of learners and creating a dynamic global community of Institute of Technology Carlow <i>alumni</i> who are ready for life, work and citizenship.  <b>Key Actions</b> under this goal include inter alia further embedding Institute of Technology Carlow Graduate Attributes within all programmes of study and research through curriculum review; enhanced opportunities for graduate attributes development through extracurricular activities; development of employability statements across all disciplines within the context of the Institute of Technology Carlow Graduate Attributes Frameworks and related initiatives.</p> <p><b>Thematic Area 1: Our Learners</b>  <b>Goal 2: Learner Engagement, Retention and Progression Framework</b>            The experience of both prospective learners, existing learners and graduates will be enhanced through the development and implementation of our holistic <i>Institute of Technology Carlow Learner Engagement Retention and Progression Framework (LERPF)</i> and its accompanying supports.  <b>Key Actions</b> under this goal include inter alia further enhancing our engagement with prospective learners and learners; <i>student as leader</i> initiatives; developing our modes of delivery and supports with a particular focus on learners from non-traditional backgrounds and the first year experience at the Institute; progression pathways and opportunities; apprenticeships; alumni engagement.</p> <p><b>Thematic Area 1: Our Learners</b>  <b>Goal 3: Teaching, Learning and Assessment</b>            We will review our teaching, learning and assessment strategies, to ensure that the highest quality dynamic, adaptable and innovative learning</p>	<p><b>KSO1 Institutional Compact Priority 1</b>            Institute of Technology Carlow will maintain its position as market leader of lifelong learning WTE student numbers to 2020 through our continued effective response to the needs of our enterprise, public service and community sectors. We will continually enhance the skill base of the workforce and extend our opportunities for Springboard participants through the provision of a strong talent pipeline combining knowledge, skills and employability, which responds to the skills deficit and upskilling requirements of 2020 and beyond.</p> <p><b>Baseline:</b>            The Institute has sustained a very successful and responsive Faculty of Lifelong Learning through effective engagement and responsiveness to the needs and skills deficit of the region and nation. This is clearly seen in the % of Lifelong Learning students at the Institute (45% of the learner population in 2017/18).</p> <p><b>2018/19 Targets:</b>            Consolidate the position as market leader of lifelong learning WTE of student numbers. Respond to the HEA call for Springboard+ funding and increase the number of allocated places from 2018. Pilot delivery of blended learning across five programmes.</p> <p><b>2019/20 Targets:</b>            Institute of Technology Carlow will continue to respond to the HEA for Springboard+ funding and welcome the opportunity to increase the number of available places from 2018/19. In addition the Institute will continue to expand capacity to deliver modules through blended learning so as to enhance the Institute of Technology Carlow student learning experience and to extend lifelong learning opportunities to a geographically distributed Irish workforce.</p> <p><b>2020/21 Targets:</b>            Institute of Technology Carlow will continue to respond to the HEA for Springboard+ funding and welcome the opportunity to increase the number of available places from 2019/20. We will have double the number of new industry informed apprentices from 2018 figure.</p> <p>The Institute’s 2021 targets for each of the High Level Targets associated with Key System Objective 1, are presented in the table on page 25, together with an indication of the benchmark source.</p>

experience continues to be provided for all of our students through an education system that responds effectively to the needs of our society, provides real world learning opportunities and the development of transferrable life skills.

**Key Actions** under this goal include inter alia further innovations in experiential learning, co-operative work based learning and collaborative provision; further rollout of our new *Roadmap for Blended, Flexible and Distributed Learning*; increased digital capacity; teaching, learning and assessment strategies for learner inclusiveness and equity.

### **Thematic Area 3: Our Engagement**

#### **Goal 3: Leading the region**

We are committed to harnessing our education and research towards evolving economic and social objectives and to further enhancing our engagement and integration with regional development, with a particular focus on the South-East, Mid-East and Midlands.

**Key Actions** under this goal include inter alia shaping the future skills agenda; broadening engagement activities with public, private and voluntary organisations; driving regional/local development including Regional APJs; developing strong networks of engaged alumni.

### **Thematic Area 5: Our Sustainable Development**

#### **Goal 1: Education for Sustainability**

We are committed to equity of access, transfer and progression opportunities, to lifelong learning, and to making a significant, sustainable and socially responsible contribution to our regions, Ireland and the world. Through this strategic plan, we intend to engage and educate for sustainable development and work to improve the quality of life and well-being of our region by linking economic development, protection of the environment, human rights and social justice.

**Key Actions** under this goal include inter alia the *National Access Plan for Equity of Access to Higher Education*; leadership roles with Regional Skills Fora and ETBs; Lifelong Learning and Springboard; sustainability principles in the curriculum and staff development; pedagogical approaches for active and participatory learning leading to development of key dispositions and skills.

### **KSO1 Institutional Compact Priority 2**

Institute of Technology Carlow 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. We will continuously improve the learning experience so that all learners acquire skills and develop as independent learners. All programmes will provide students with a range of opportunities to develop, practice and be assessed on an agreed range of key employability skills and graduate attributes.

#### **Baseline:**

The learner is at the centre of all that we do at Institute of Technology Carlow. The challenge to consolidate and enhance our culture in relation to the quality of the Institute of Technology Carlow student experience and the Institute of Technology Carlow graduate is both an inspiration and a constant reference point for our strategic educational priorities and objectives. Through the achievements of the past few years, the Institute has put in place much of the infrastructural framework necessary to deliver high-quality opportunities for our students. These include the Presidents Awards, launch of the Graduate Attributes framework in January 2018 (<https://www.itcarlow.ie/inspire/news.htm/view/id/4245>) and significant investment in student facilities.

#### **2018/19 Targets:**

The Institute will provide students with opportunities to engage with learning communities outside of their discipline through work placements and/or volunteering activities. We will develop a co-curricular award to recognise the development of skills, attributes and attitudes that will enable students to flourish at Institute of Technology Carlow, in the workplace and in society

#### **2019/20 Targets:**

With a view to enhancing the educational experience and employability of its students, Institute of Technology Carlow is constantly involved in a process of programme introduction and development. The Institute will integrate the graduate attributes across all its programmes and will ensure that the delivery of these programmes is tailored towards these attributes

#### **2020/21 Targets:**

95% of programmes in the Institute will provide student placement opportunities either through volunteering activities, international placement or work placement.

The Institute's 2021 targets for each of the High Level Targets associated with Key System Objective 1, are presented in the table on page 25, together with an indication of the benchmark source.



The Institute's 2021 target for each of the High Level Targets associated with Key System Objective 1, are presented below (centre column), together with an indication of the benchmark source.

<b>Framework</b>	<b>Institute of Technology Carlow</b>	<b>Database for benchmark</b>
Increase to 10% the number of those aged 25-64 engaged in lifelong learning by 2020 and to 15% by 2025 National Skills Strategy Target (current base line is 6.7%)	Institute of Technology Carlow will maintain its position of exceeding the 10% number of those aged 25-64 engaged in lifelong learning by 2020. 85.7% of the learners studying through lifelong learning in the Institute are aged 24 and older	Current base line is 6.7% as set out by HEA
Increase the numbers of HE entrants studying on a flexible basis by 25% by 2021 (baseline 2016/17 20% or 45,018 of total enrolments are flexible learners)	Institute of Technology Carlow will maintain its position i.e., 38.5% of the Institute's learners are part-time (HEA, 2016/17)	Baseline as set out is 2016/17 20% or 45,018 of total enrolments are flexible learners
Increase tertiary attainment among 30-34 years olds to 60% by 2020 (52.9% 2016)	85.7% of the learners studying through lifelong learning in the Institute are aged 24 and older	52.9% national figure of 2016 is benchmark
All students will have the opportunity to undertake a work placement or work-based project as part of their course by 2025 (baseline to be established and tracked)	Institute of Technology Carlow will ensure that each programme in the Institute will provide student placement opportunities either through volunteering activities, international placement or work placement by 2025.	Baseline is the current position (currently 90% of undergraduate major awards have incorporated work based learning).
Introduce Employability Statements for all disciplines in all HEIs by 2020 (baseline to be established and tracked)	Institute of Technology Carlow will have an employability statement for all disciplines by 2020.	Baseline is the current position. Employability statement report has been sent to the HEA. This will be mined to define the Institute's Employability Statement in Q3 2018. This will also be derived from the Institute's Graduate Attributes Framework (Appendix 3, Case Study 2).
Increase number of available Springboard places by 30% by 2021 in both universities and institutes of technology	Institute of Technology Carlow will respond on an annual basis to the HEA for Springboard funding and welcome the opportunity to increase the number of available places annually.	In 2017/2018, Institute of Technology Carlow received funding for 395 Springboard+ places.
Double target to 9,000 annual new apprenticeship registrations by 2020 (over 4,500 in 2017) with 78 separate apprenticeships in place.	Institute of Technology Carlow will contribute to the national target by increasing its apprentice provision numbers on an annual basis. The Institute increased its number of apprentice learners by 38.5% to 169 in 2017/18 from 2015. The Institute is targeting growth in the trades it currently provides (Electrical, Instrumentation, Electrical Instrumentation, Carpentry and Joinery) and providing new apprenticeship offerings.	SRS data incorporating apprentice numbers and programmes. Extra block provision. Anticipated launch of new apprenticeship in Geodrilling in 2019/2020.
Increase the proportion of the higher education cohort	Institute of Technology Carlow will increase the opportunities for its	Baseline is the current position.

<p>studying a foreign language, in any capacity, as part of their course to 20% by 2026 (new baseline to be established and tracked</p>	<p>learners to participate in the international professional environment and global society by increasing the elective options across disciplines.</p>	
<p>Achievement of the targets in the new ICT Action Plan</p>	<p>Institute of Technology Carlow will offer more places for students to study ICT and will respond annually to the HEA Springboard+ call. The Institute grew its numbers undertaking ICT programmes from 368 in 2010 to 545 in 2015 (a 48% increase)</p>	<p>SRS data from the Institute and HEA national figures</p>

**Mapping of Proposed 2018-2021 Institutional Priorities  
against  
Key System Objective 1 High Level Targets**

Providing a strong talent pipeline combining knowledge, skills and employability which responds effectively to the needs of our enterprise, public service and community sectors, both nationally and regionally, and maintains Irish leadership in Europe for skill availability

**High Level System Target**

Increase to 10% the number of those aged 25-64 engaged in lifelong learning by 2020 and to 15% by 2025 National Skills Strategy Target; current base line is 6.7%

Increase the numbers of HE entrants studying on a flexible basis by 25% by 2021 (baseline 2016/17 20% or 45,018 of total enrolments are flexible learners)

Increase tertiary attainment among 30-34 years olds to 60% by 2020 (52.9% 2016)

All students will have the opportunity to undertake a work placement or work-based project as part of their course by 2025 (baseline to be established and tracked)

Introduce Employability Statements for all disciplines in all HEIs by 2020 (baseline to be established and tracked)

Increase number of available Springboard places by 30% by 2021 in both universities and institutes of technology

Double target to 9,000 annual new apprenticeship registrations by 2020 (over 4,500 in 2017) with 78 separate apprenticeships in place

Increase the proportion of the higher education cohort studying a foreign language, in any capacity, as part of their course to 20% by 2026 (new baseline to be established and tracked)

Achievement of the targets in the new ICT Action Plan

**Institutional Priority 1**



**Institutional Priority 2**



*The purpose of this mapping is to provide an indicative alignment of how Institute of Technology Carlow is addressing each of the high level system targets. The extent to which the planned Institutional priority contributes to achieving the high level target is indicated by the darker shade of green.*

## 4.2 Key System Objective 2

*Creating rich opportunities for national and international engagement which enhances the learning environment and delivers a strong bridge to enterprise and the wider community.*

### High Level Targets:

1. Increase the output value of internationalisation to €1.15bn per annum by 2020 (International Education Strategy baseline €819m in 2014/15);
2. International students to represent 15% of full-time students by 2020. (In 2016/17, 11.6% of all fulltime students in HEA-funded higher education institutions were international students);
3. Progress towards Bologna target of at least 20% of those who graduate in 2020 to undertake a study or training period abroad;
4. Number of innovation vouchers project agreements with industry to increase by 12% by 2020 (487 in 2016);
5. Increase number of commercially relevant technologies (licences, options, assignments) by 20% by 2020 (163 in 2017);
6. Increase number of spin-outs established during the year by 40% by 2020 (Innovation 2020 target, 29 in 2014);
7. Improve Employer satisfaction rates with HEI collaboration with enterprise by 25% as tracked in National Employer Survey (companies < 50 employees – 55% rated collaboration as good/very good; companies with 51 – 250 employees – 60% and companies > 251+ employees – 75%);
8. Participation in Erasmus+ in Higher Education and other Study and Work Placements Abroad to reach 4,400 by 2022 (3,135 in 2016) in accordance with international strategy.

### Strategy summary

Please provide details of a maximum of two institutional strategic priorities Institute of Technology Carlow has identified under Key System Objective 2. Each strategic priority should include a description of the strategic initiatives, with reference to the above high-level targets, that Institute of Technology Carlow is currently implementing or will implement over the three-year timespan of the compact (academic years 2018-2021).

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.

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

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### **Institute of Technology Carlow Strategy summary:**

Higher education is a dynamic, multi-dimensional global sector leading and driving the knowledge economy that is bringing the country out of recession. The National Development Plan 2018-2027 firmly places the higher education sector in the engine room of growth for the next decade and beyond. The future growth of Institute of Technology Carlow will depend to a large degree on the building, maintaining and expanding of strategic relationships and partnerships with key stakeholder groups regionally, nationally and internationally. Through effective engagement strategies we will continue to develop multi-disciplinary and multi-dimensional partnerships to the benefit of our learners, our researchers and our academic and professional services community.

Institute of Technology Carlow is a leader in international recruitment among the IOTs and continues to perform in excess of national averages for the sector in terms of student recruitment. We benchmark ourselves against the other IOTs and against UK HEIs of a similar profile to ours. We work closely with state agencies and other stakeholders to try to ensure the quality of decision making is maintained and enhanced. We are likely to be carrying out our future range of international academic activity in a global political environment that continues to be very uncertain, e.g., Brexit, changing US immigration policies, Chinese Transnational Education policy. The ability of Ireland to respond to such competitor regulatory and marketisation shifts is very limited. And so this will mean that we must be able to respond quickly and flexibly to perceived or actual barriers to internationalisation.

Institute of Technology Carlow actively seeks and welcomes collaborative / co-operative arrangements with other organisations. These collaborative arrangements provide opportunities for overseas placement. The Department of Science and Health is particularly active in this regard and has over 30 learners in placements outside the EU in the year under review. Graduate placement opportunities under Erasmus + are over-subscribed with insufficient places being made available to the Institute. In the present year 30 places will be allocated. In addition all 10 allocated places for study mobility will be used. The Institute has spent a lot of time developing student mobility opportunities and these efforts are now seeing growth to a stage where available opportunities are over-subscribed. To meet the objectives set by Objective 2 of the Higher Education System Performance Framework will require additional funding from the HEA for placement and mobility.

The teaching, learning and research mission of Institute of Technology Carlow is enhanced by learner and research participation in external partnerships. Our research COREs (Centre of Research and Enterprise – see Objective 3) facilitate institute researchers and enterprise development working on projects with potential entrepreneurial value through our intellectual property ecosystem. Our TTSI consortium involving AIT, MU and WIT developed strong collaborative practices over the course of TTSI2. The consortium was recognised as being very effective through the achievement of an “A Rating” in performance and in feedback provided by the expert panel. The Institute has received increased funding and resources under TTSI 3 to develop an additional pipeline of clients. These resource additions will greatly enhance our ability to respond to partner requirements. The delivery of ‘knowledge in action’ is a cornerstone of institute enterprise engagement. In 2017 the Design+ Technology Gateway received funding to 2022 to support and enhance technology driven disciplines, linking that technology to business opportunities and user needs and Design + will engage with more than 200 companies during this period.

Our objective is to be a leading European technological university by 2030. This vision puts increasing our international reputation for quality – in teaching, learning, research and innovation – at the heart of our future activity. We want to develop further our relationships with enterprise support agencies, the best international universities, and research funders across this spectrum of activity. Enhancing

our international reputation should build further and bigger opportunities for national and international partnerships enhancing our ability to shape and secure increased levels of innovation funding; attracting the best minds to work with us (whether to learn, research or develop commercial opportunities); increasing our ability to secure sustainable income flows through offering increased opportunities to international students to study here; and offering all of our students increased international experience and understanding that will support them in building a future in an increasingly interdependent world (**Appendix 3, Case Study 4**).

**Key System Objective 2 and High Level Targets 1-8**

**Institutional Priority 1.**

Institute of Technology Carlow will develop and implement an effective internationalisation strategy informed by *Irish Educated Globally Connected, An International Education Strategy for Ireland 2016-2020*. This strategy will enhance institutional collaboration, student recruitment and international mobility activities focusing on strategically identified key markets.

**Institutional Priority 2.**

Institute of Technology Carlow will increase the output of economically relevant knowledge, know-how and patents through strengthening institutional outputs delivered through our technology transfer and enterprise support activities and among researchers.

Five year Institutional Strategic Goals and Key Actions (2019-2023) provide the broader context for this compact (left-hand column overleaf). Three year institutional Compact priorities, aligned with KSO2 and related national HLT's, are presented in the right-hand column overleaf, together with the baseline and annual targets for 2018/19, 2019/2020 and 2020/2021 .

## Key System Objective 2 and High Level Targets 1-8

Five Year Strategic Plan 2019-2023 Thematic Areas, Goals and Key Actions relevant to KSO2/HLT8	Three Year Compact Priorities 2018-2021 aligned to KSO2/HLT8
<p><b>Thematic Area 3: Our Engagement</b></p> <p><b>Goal 2: Collaboration in Education</b></p> <p>Along with our partners, we will lead in collaborative inter-institutional, regional, national, transnational and international collaborative programme provision, improving access and creating new opportunities and capacity to develop and deliver high quality programmes to a much wider range of learners.</p> <p><b>Key Actions</b> under this goal include <i>inter alia</i> joint awarding/collaborative partnerships within a wider range of disciplines; progression opportunities to L9 and L10 for each programme developed within international partnerships; working with collaborative partners on relevant quality systems in teaching, learning and research.</p> <p><b>Thematic Area 3: Our Engagement</b></p> <p><b>Goal 4: Global connections</b></p> <p>We will ensure a global dimension into the design and delivery of education, research, and knowledge exchange bringing alternative ways of thinking and understanding, enriching teaching and learning, encouraging equality, diversity and inclusion and opening our entire community to external stakeholders.</p> <p><b>Key Actions</b> under this goal include <i>inter alia</i> internationalisation strategy informed by national strategy; further embedding an international dimension, approaches and perspectives in the curriculum; enhanced institutional collaboration, student recruitment and international mobility activities in key markets; 15% international students; increased participation in Erasmus+; increased international researcher mobility.</p>	<p><b>KSO2 Institutional Compact Priority 1</b></p> <p>Institute of Technology Carlow will develop and implement an effective internationalisation strategy informed by <i>Irish Educated Globally Connected, An International Education Strategy for Ireland 2016-2020</i>. This strategy will enhance institutional collaboration, student recruitment and international mobility activities focusing on strategically identified key markets.</p> <p><b>Baseline:</b></p> <p>Institute of Technology Carlow espouses a culture of connectedness demonstrated through our collaborations regionally, nationally and internationally, designed to enhance our mission pillars of teaching and learning, research, and engagement. Our strategy for international development is informed by government policy. We will continue to be a leader in international student recruitment and will build our collaborative arrangements in line with our approved policies and procedures to achieve the goals and objectives of our own and national strategy. The strategic objective is to increase by 2020 the output value of internationalisation by 40% and the student number to 15% of full time students (International Education Strategy baseline year is 2014/15). The Institute baseline is €1.9mn and 9% for 2014/15.</p> <p><b>2018/19 Targets:</b></p> <ul style="list-style-type: none"> <li>- 15% gross student fee revenue increase from baseline;</li> <li>- Registered international student to be 11.25% of full time student population.</li> </ul> <p><b>2019/20 Targets:</b></p> <ul style="list-style-type: none"> <li>- 25% gross student fee revenue increase from baseline;</li> <li>- Registered international student to be 12.5% of full time student population.</li> </ul> <p><b>2020/21 Targets:</b></p> <ul style="list-style-type: none"> <li>- 40% gross student fee revenue increase from baseline;</li> <li>- Registered international student to be 15% of full time student population.</li> </ul> <p>The Institute's 2021 targets for each of the High Level Targets associated with Key System Objective 2, are presented in the table on page 33, together with an indication of the benchmark source.</p>

<p><b>Thematic Area 3: Our Engagement</b></p> <p><b>Goal 1: Knowledge and Networks</b></p> <p>We recognise that knowledge exchange is a key catalyst for organisational innovation, local and regional development and value creation. Through our holistic design thinking approach, we will facilitate the stimulation and creation of new knowledge and the direct sharing, application and exploitation of this knowledge for the social, cultural and economic development of society.</p> <p><b>Key Actions</b> under this goal include <i>inter alia</i> engagement strategy development for enhanced knowledge transfer; increased industry funding of applied research; increased output of economically relevant knowledge, know-how and IP; entrepreneurial clusters and networks; broadened interventions that assist innovators, entrepreneurs, SMEs; 40% increase in spin-outs; 20% increase in industry project agreements; 20% increase in commercially relevant technologies; enhanced structures to leverage knowledge exchange and collaboration opportunities, and encourage staff engagement.</p>	<p><b>KSO2 Institutional Compact Priority 2</b></p> <p>Institute of Technology Carlow will increase the output of economically relevant knowledge, know-how and patents through strengthening institutional outputs delivered through our technology transfer and enterprise support activities and among researchers.</p> <p><b>Baseline:</b></p> <p>Knowledge in Action is a driver of research and innovation activity at Institute of Technology Carlow. Together with our partners in Enterprise Ireland, our TTSI3 syndicate, and our industry and academic partners we will increase innovation outputs and impacts to the benefit of our economy and society. Targets for RDI outputs and impacts are agreed with funding agencies including EI, KTI and European and National funders. The Institute will meet these targets for innovation vouchers, commercial relevant partnerships and spin ins and spin outs Our KTI baseline (2017) is – Innovation vouchers 58, spin in /out 34, and research projects (apart from IV) 24.</p> <p><b>2018/19 Targets:</b></p> <ul style="list-style-type: none"> <li>- Innovation vouchers 60;</li> <li>- Commercial agreements +10%;</li> <li>- Spin in / Spin out +10%.</li> </ul> <p><b>2019/20 Targets:</b></p> <ul style="list-style-type: none"> <li>- Innovation vouchers 62;</li> <li>- Commercial agreements +15%;</li> <li>- Spin in / Spin out +30%.</li> </ul> <p><b>2020/21 Targets:</b></p> <ul style="list-style-type: none"> <li>- Innovation vouchers 66;</li> <li>- Commercial agreements +30%;</li> <li>- Spin in / Spin out +40%.</li> </ul> <p>The Institute’s 2021 targets for each of the High Level Targets associated with Key System Objective 2, are presented in the table on page 33, together with an indication of the benchmark source.</p>
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The Institute's 2021 target for each of the High Level Targets associated with Key System Objective 2, are presented below, together with an indication of the benchmark source.

Framework	Institute of Technology Carlow	Database for benchmark	2018/19	2019/2020	2020/2021
Increase the output value of internationalisation to €1.15bn per annum by 2020 (International Education Strategy baseline €819m in 2014/15)	To increase gross international fee income by 40% by 2020 (using baseline of 2014/15 income of €1.9mn)	Agresso data and international office returns	Target increase of 15% in gross international fee income of €2.2mn achieved	Target increase of 25% in gross international fee income of €2.37mn achieved	Target increase of 40% in gross international fee income of €2.66mn achieved
International students to represent 15% of full-time students by 2020. (In 2016/17, 11.6% of all full-time students in HEA-funded higher education institutions were international students)	International students to represent 15% of full-time students by 2020 (using baseline of 252 students in 2016/17).	SRS data and international office returns	11.25% of target increase on baseline achieved with a target of 525 international students	12.5% increase on baseline achieved with a target of 575 international students	15% target achieved of 675 students based on 4500 full-time student population
Progress towards Bologna target of at least 20% of those who graduate in 2020 to undertake a study or training period abroad	Discussion required on this framework target.	Discussion required on this framework target.			
Number of innovation vouchers project agreements with industry to increase by 12% by 2020 (487 in 2016)	Number of innovation vouchers project agreements with industry to increase by 12% by 2020 (using baseline of 58 for 2017/18)	Annual Knowledge Transfer Survey to KTI	60	62	66
Increase number of commercially relevant technologies (licences, options, assignments) by 20% by 2020 (163 in 2017)	Increase number of commercially relevant technologies (licences, options, assignments) by 20% by 2020 (using baseline of 24 for KTI 2017/18)	Annual Knowledge Transfer Survey to KTI	10% increase on baseline achieved	15% cumulative increase on baseline achieved	20% target achieved
Increase number of spin-outs established during the year by 40% by 2020 (Innovation 2020 target, 29 in 2014)	Increase number of spin-outs established by 40% by 2020 (using baseline of	Annual Knowledge Transfer Survey to KTI	Target is based on spin in and spin out companies supported	30% cumulative increase on baseline achieved	40% increase achieved

	2014/15)		as per KTI return 10% increase on baseline achieved		
Improve Employer satisfaction rates with HEI collaboration with enterprise by 25% as tracked in National Employer Survey (companies < 50 employees – 55% rated collaboration as good/very good; companies with 51 – 250 employees – 60% and companies > 251+ employees – 75%).	Discussion required on this framework target in terms of the national benchmark.	Discussion required on this framework target in terms of the national benchmark.			
Participation in Erasmus+ in Higher Education and other Study and Work Placements Abroad to reach 4,400 by 2022 (3,135 in 2016) in accordance with international strategy.	Participation in Erasmus+ in Higher Education and other Study and Work Placements Abroad to increase by 40%	HEA Erasmus returns (this objective is dependent on receiving substantially increased support for learner mobility from the HEA)			

**Mapping of Proposed 2018-2021 Institutional Priorities  
against  
Key System Objective 2 High Level Targets**

Creating rich opportunities for national and international engagement which enhances the learning environment and delivers a strong bridge to enterprise and the wider community

**High Level System Target**

Increase the output value of internationalisation to €1.15bn per annum by 2020 (International Education Strategy baseline €819m in 2014/15)

International students to represent 15% of full-time students by 2020. (In 2016/17, 11.6% of all fulltime students in HEA-funded higher education institutions were international students)

Progress towards Bologna target of at least 20% of those who graduate in 2020 to undertake a study or training period abroad

Number of innovation vouchers project agreements with industry to increase by 12% by 2020 (487 in 2016)

Increase number of commercially relevant technologies (licences, options, assignments) by 20% by 2020 (163 in 2017)

Increase number of spin-outs established during the year by 40% by 2020 (Innovation 2020 target, 29 in 2014)

Improve Employer satisfaction rates with HEI collaboration with enterprise by 25% as tracked in National Employer Survey (companies < 50 employees – 55% rated collaboration as good/very good; companies with 51 – 250 employees – 60% and companies > 251+ employees – 75%)

Participation in Erasmus+ in Higher Education and other Study and Work Placements Abroad to reach 4,400 by 2022 (3,135 in 2016) in accordance with international strategy

**Institutional Priority 1**



**Institutional Priority 2**



*The purpose of this mapping is to provide an indicative alignment of how Institute of Technology Carlow is addressing each of the high level system targets. The extent to which the planned Institutional priority contributes to achieving the high level target is indicated by the darker shade of green.*

### 4.3 Key System Objective 3

*Excellent research, development and innovation that has relevance, growing engagement with external partners and impact for the economy and society and strengthens our standing to become an innovation Leader in Europe.*

#### High Level Targets:

1. Increase of 500 new postgraduate research enrolments in disciplines aligned to enterprise and other national needs by 2020. (baseline 2,235 in 2014/15);
2. Increase by 30% the number of funded postdoctoral positions in disciplines aligned to enterprise and other national needs by 2020. (Innovation 2020 target);
3. Double overall Higher Education research income derived from industry to €48m (Innovation 2020 target - €24m in 2014);
4. Increase research projects between enterprise and the public research system by 20% by 2020 (2014 Baseline is 878);
5. Secure HEI Horizon 2020 target of €550m in funding by 2020 (over €200m secured by end of 2016);
6. Increase applied research in the Institutes of technology.

#### Strategy summary

Please provide details of a maximum of two institutional strategic priorities Institute of Technology Carlow has identified under Key System Objective 3. Each strategic priority should include a description of the strategic initiatives, with reference to the above high-level targets, that Institute of Technology Carlow is currently implementing or will implement over the three-year timespan of the compact (academic years 2018-2021).

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.

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

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## Institute of Technology Carlow Strategy summary:

Institute of Technology Carlow's RDI activities are predicated by continued strategic investment in institutional infrastructure, personnel and policy developments, which have been targeted to accelerate progress towards meeting ambitious goals for research and knowledge exchange including meeting national criteria for technological university designation.

In 2016 the Institute published its Research Strategic Plan (2016-2020), developed through a broad and inclusive process. The Plan has been designed to build on the internationally recognised achievements of our researchers and postgraduate learners. Through the implementation of this plan we aim to build research environments with critical mass, high ambition and with strong international networks centred in six Centres of Research and Enterprise (COREs). This will be achieved by:

- **Building research capacity and research culture.** We will continue to develop an enquiry based, research informed learning environment that will produce more research opportunities and outputs and positively contribute to the teaching and learning culture within the Institute.
- **Achieving research impact.** Members of our research community will be supported in increasing research productivity and performance through the publishing and dissemination of research, nationally and internationally. Through this plan we will further encourage and support the pursuit of research excellence and seek to maximise our impact through academic pathways and commercialisation and knowledge transfer routes.
- **Developing future research themes and research policy.** We have made significant progress in building and developing research themes and research impact. Our Strategic Plan for Research 2016-2020 will further enhance this culture and deliver benefits for our economic, social and cultural stakeholders. Our postgraduate attributes will ensure that researchers have the enterprise development and innovation skills necessary to contribute to the development of the economy and society.

In the academic year 2017/18, Institute of Technology Carlow reported 971 postgraduate enrolments (698 fulltime and 273 part time). Of these 971, 95 full-time enrolments were categorised as Masters Research and PhD. However, clarification on the Irish definition of a research student was recently presented in the Technological University Act 2018 (Chapter 9 of the Act Section 28.2.a). This term now encompasses those registered on a programme of education and training, where not less than 60 per cent of the available credits are assigned in respect of a thesis or theses prepared by the student based on research conducted by him or her. Implementation of this definition is currently underway involving a classification mapping exercise, led by the Vice President for Academic Affairs, to fully align all of our postgraduate programmes and researchers with the new legislation. This classification exercise will be further informed and shaped by the expert panel charged with evaluating our application for designation as a Technological University in the second half of 2018. A preliminary analyses of the 2017/18 enrolments on relevant postgraduate programmes suggests that an additional 140-190 enrolments may be recategorised as postgraduate research enrolments.

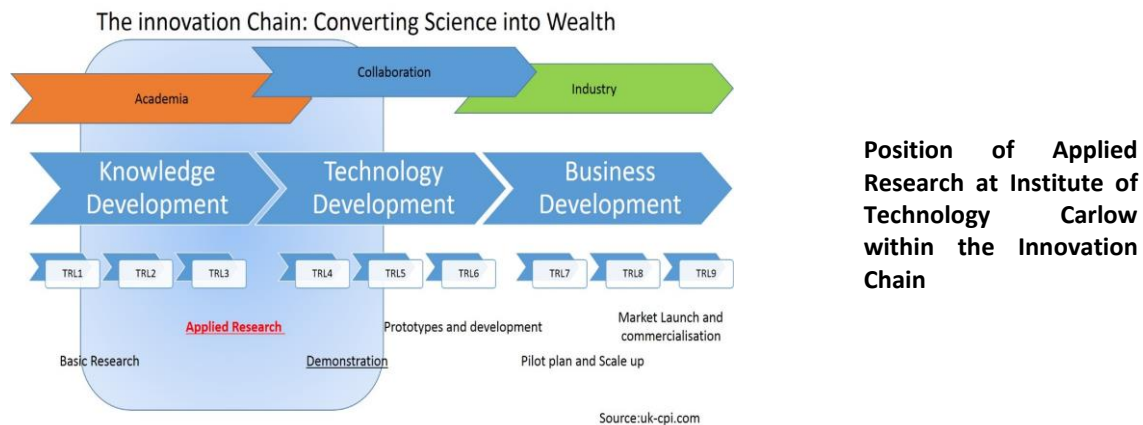
Our postgraduate researchers are based within the Faculties and are:

- designCORE (Product design and design thinking);
- engCORE (Engineering systems-applied mechatronics, circuits and systems intelligent built environment);
- enviroCORE (Bioenvironmental technologies);
- gameCORE (Computer gaming and interactive



- applications);
- healthCORE (Health, wellbeing and rehabilitative science);
- socialCORE (Social and Human Sciences research, professional practice and wellbeing of diverse social groups).

Each of these COREs have mapped their research priorities to key scientific priority themes identified under the National Research Prioritisation exercise, they address specific Societal Challenges underpinning H2020 and map to key sectors identified in the Innovation 2020 strategy.



The COREs have a strong record of engagement and collaboration with industry. Through the networks established and developed by the CORES, the Faculties and by the Institute’s Research and Commercialisation Support Centre, European Union funding has been secured in the past six months alone for the following:

- €2.9mn BUCANIER project working in key growth sectors including food and drink, life sciences and renewable energy (**Appendix 3, Case Study 5**);
- €3.7mn ReNu2Farm focussed on the AgriTech and environmental sectors;
- €1mn Arts and Humanities Entrepreneurship project;
- €1.8mn CATALYST project working in life sciences, food and drink sectors.
- €0.3mn under the Erasmus+ KA203 Action-Strategic Partnerships for *Teaching Interdisciplinary Human Centred Design to Improve Patient Quality of Life*.

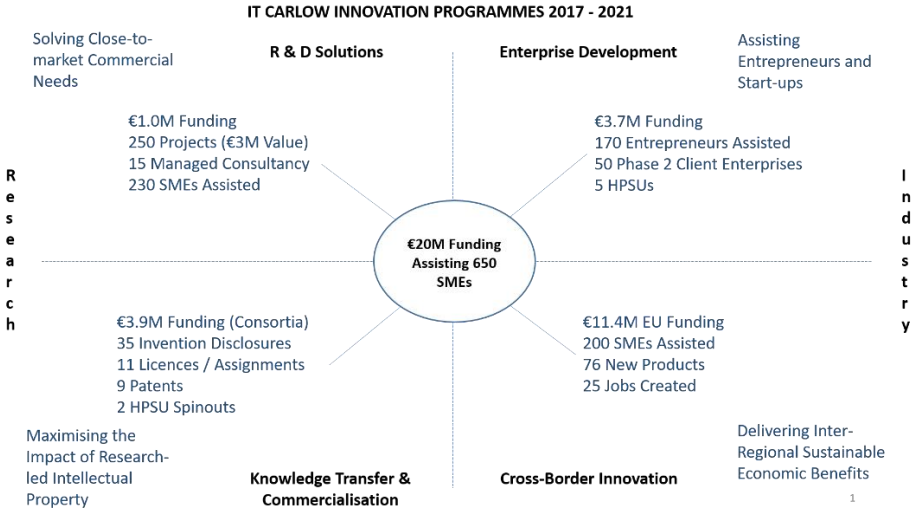
In addition we are growing our IRC funded employment based post graduate cohort year on year and also developing industry funded employment based scholarships including programmes with national sporting bodies such as the GAA in health based disciplines. These actions are directed towards achieving the national objective of developing additional enrolments in disciplines aligned to “enterprise and other national needs”

The research focus of the Institute has always been ‘knowledge in action’. In 2016 the work of each CORE has been given additional focus and impetus as a result of close engagement with the DESIGN+ Technology Gateway based at Institute of Technology Carlow ([www.designplus.ie](http://www.designplus.ie)). The Gateway has greatly enhanced the capacity and reach of each research centre in actively marketing their industry offering and in matching industry partners with research teams.

The South East region is increasingly developing Smart Specialisation strategies in an effort to boost regional innovation and development. Collaborative partnerships between the higher education institutions, businesses and public entities, focusing on the knowledge-based strengths of the region, underpin this approach. New South East initiatives currently being led by the Institute of Technology Carlow as part of the South East APJ, include, *inter alia*, FinTech (InsurTech), the National Design Innovation Centre (NDIC) and the Farm Business Innovation Centre (FBIC).

The first of these recently received Enterprise Ireland funding of €1.5mn to the Institute under the Enterprise Ireland Regional Enterprise Development Fund to create a research and innovation centre for the South East focused on developing technology-based solutions for the insurance sector (**Appendix 3, Case Study 6**). This is part of a broader strategy focussed on developing a FinTech smart specialisation for the South East.

The NDIC and FBIC are at an advanced stage of development for submission to the current call of the Enterprise Ireland Regional Enterprise Development Fund with a variety of collaborative partners across the South East. Other proposals are at earlier stages of planning and development and extend to the Mid-East and Midlands regions.



Our research developments embrace the wider teaching and regional engagement mission, are embedded across all disciplines and award levels, and are ultimately focused on the generation of innovation, creation of opportunity and the building of value in the regional economy. The institute has a clear recognised international standing in strategic research areas, offering continued focus on areas that have potential for the regional economy and identified for prioritisation at National or European level.

**Key System Objective 3 and High Level Targets 1-8**

**Institutional Priority 1.**  
 Institute of Technology Carlow will continue to increase postgraduate research enrolments in disciplines aligned to enterprise and other national needs in line with Technological University criteria and informed by the goals of Innovation 2020.

**Institutional Priority 2.**  
 Institute of Technology Carlow will develop and implement its engagement strategies with industry to provide opportunities for knowledge transfer and to achieve increased industry funding of applied research at the Institute.

Five year Institutional Strategic Goals and Key Actions (2019-2023) provide the broader context for this compact (left-hand column overleaf). Three year institutional Compact priorities, aligned with KSO3 and related national HLT's, are presented in the right-hand column overleaf, together with the baseline and annual targets for 2018/19, 2019/2020 and 2020/2021 .

### Key System Objective 3 and High Level Targets 1-6

<p align="center"><b>Five Year Strategic Plan 2019-2023</b> <b>Thematic Areas, Goals and Key Actions relevant to KSO3/HLT6</b></p>	<p align="center"><b>Three Year Compact Priorities 2018-2021 aligned to KSO3/HLT6</b></p>
<p><b>Thematic Area 2: Our Research</b> <b>Goal 1: Supporting our Research Growth</b> We will continue to develop and support an enquiry based, research informed learning environment that will produce more research opportunities and outputs. This will be under pinned by ongoing strategic investment in intellectual capital, physical infrastructure and enabling institutional policies. <b>Key Actions</b> under this goal include <i>inter alia</i> recruitment of faculty with high impact research outputs; research career strategy for researchers; administrative supports and policies for funded quality research; institutional Repository; prioritised investment in strategic research facilities and infrastructure; continual development of Intellectual Property Policies; high quality research experience.</p> <p><b>Thematic Area 2: Our Research</b> <b>Goal 2: Research Culture and Capacity</b> We will increase postgraduate research enrolments in disciplines aligned to enterprise and other national needs, and we will maximise the involvement of academic staff in research, exceeding Technological University criteria and informed by the goals of Innovation 2020. <b>Key Actions</b> under this goal include <i>inter alia</i> L10 Awarding Authority in all CORE areas; doubling the number of registered postgraduate researchers; doubling the number of postgraduate research enrolments aligned to enterprise and other national needs; increasing the number of research active staff to at least 50% of full time academic staff.</p> <p><b>Thematic Area 2: Our Research</b> <b>Goal 3: Research with impact</b> The research focus of Institute of Technology Carlow is ‘knowledge in</p>	<p><b>KSO3 Institutional Compact Priority 1</b> Institute of Technology Carlow will continue to increase postgraduate research enrolments in disciplines aligned to enterprise and other national needs in line with Technological University criteria and informed by the goals of Innovation 2020.</p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- For 2017/18, the Institute’s SRS to the HEA reported 971 postgraduate enrolments, with 95 of these enrolments (full-time) categorised as research Masters and PhDs.</li> <li>- The TU Act 2018 (Chp. 9, Section 28.2.a) subsequently defined a research student as those registered on a programme of education and training, where not less than 60 per cent of the available credits are assigned in respect of a thesis or theses prepared by the student based on research conducted by him or her.</li> <li>- A preliminary internal review by the Institute of all 2017/2018 postgraduate programmes suggests that an <u>additional</u> 140-190 enrolments may be candidates for recategorisation as postgraduate research enrolments under this definition.</li> </ul> <p><b>2018/19 Targets:</b></p> <ul style="list-style-type: none"> <li>- Implementation of the TU Act 2018 definition of a research student including external evaluation.</li> <li>- Increase of 10% in postgraduate research enrolments on 2017/18.</li> </ul> <p><b>2019/20 Targets:</b> Increase of 10% in postgraduate research enrolments on 2018/19.</p> <p><b>2020/21 Targets:</b> Increase of 10% in postgraduate research enrolments on 2019/20.</p> <p>The Institute’s 2021 targets for each of the High Level Targets associated with Key System Objective 3, are presented in the table on page 42, together with an indication of the benchmark source.</p>



action' and our research output dissemination, knowledge transfer, entrepreneurship, commercialisation, and liaison with industry will continue to be vital elements of ensuring that our research has global relevance and contributes to the advancement of our regions.

**Key Actions** under this goal include *inter alia* supports for increasing research productivity and performance; maximising economic impact; expanding social and economic research partnerships and networks; doubling the number of collaborative research projects with industry; enhanced targeting of national and European research funding; doubling Institutional research impact using established metrics.

### **KSO3 Institutional Compact Priority 2**

Institute of Technology Carlow will develop and implement its engagement strategies with industry to provide opportunities for knowledge transfer and to achieve increased industry funding of applied research at the Institute.

#### **Baseline:**

Through our strategic planning processes we will strengthen and sustain our Research, Development and Innovation systems, our academic development and support structures. The Institute recognises the developmental potential of research activity and a multi-disciplinary research environment. We are committed to enhancing an appropriate research culture that meets the professional and developmental needs of researchers. Our reputational standing is enhanced by our research and associated activity and serves to enhance the profile of the Institute and that of its staff as a provider of high quality research programmes. Our baseline data is collected through the agreements with agencies and funders and is reported through e.g., our annual KTI report. Our KTI baseline (2017) is – Innovation vouchers 58 and research projects (apart from IV) 24.

#### **2018/19 Targets:**

- Target increase industry funded projects of 60 and €56k revenue;
- Number of research projects with industry to increase by 5%.

#### **2019/20 Targets:**

- Target increase industry funded projects of 70 and €127k revenue;
- Number of research projects with industry to increase by 12%.

#### **2020/21 Targets:**

- Target increase industry funded projects of 80 and €240k revenue;
- Number of research projects with industry to increase by 20%.

The Institute's 2021 targets for each of the High Level Targets associated with Key System Objective 3, are presented in the table on page 42, together with an indication of the benchmark source.

The Institute's 2021 target for each of the High Level Targets associated with Key System Objective 3, are presented below, together with an indication of the benchmark source.

HEA Framework	Institute of Technology Carlow	Database for benchmark	2018/19	2019/20	2020/21
Increase of 500 new postgraduate research enrolments in disciplines aligned to enterprise and other national needs by 2020. (baseline 2,235 in 2014/15)	Increase of 50% in postgraduate research enrolments aligned to enterprise and other national needs by 2020 from base line of 80 (2016/17)	HEA returns	Implementation of the TU Act 2018 definition of a research student including external evaluation.  Increase of 10% in postgraduate research enrolments on 2017/18.	Increase of 10% in postgraduate research enrolments on 2018/19	Increase of 10% in postgraduate research enrolments on 2019/20
Increase by 30% the number of funded postdoctoral positions in disciplines aligned to enterprise and other national needs by 2020. (Innovation 2020 target)	The Institute will continue to build its research capabilities towards meeting this target. This will involve further investment by the Institute in intellectual capital, physical infrastructure and enabling institutional policies.	Annual Knowledge Transfer Survey to KTI			
Double overall Higher Education research income derived from industry to €48m (Innovation 2020 target - €24m in 2014);	To increase industry funded projects from 60 to 80 and to increase industry contribution to €240,000 by 2020	Annual Knowledge Transfer Survey to KTI	Target increase industry funded projects of 60 and €56k revenue	Target increase industry funded projects of 70 and €127k revenue	Target increase industry funded projects of 80 and €240k revenue
Increase research projects between enterprise and the public research system by 20% by 2020 (2014 Baseline is 878)	Number of research projects with industry to increase by 20% by 2020 (using baseline of 2016)	Annual Knowledge Transfer Survey to KTI	Number of research projects with industry to increase by 5%	Number of research projects with industry to increase by 12%	Number of research projects with industry to increase by 20%

Secure HEI Horizon 2020 target of €550m in funding by 2020 (over €200m secured by end of 2016);	The Institute will continue to build its research capabilities towards meeting this target. This will involve further investment by the Institute in intellectual capital, physical infrastructure and enabling institutional policies.	Annual Knowledge Transfer Survey to KTI			
Increase applied research in the Institutes of technology	Number of research projects with industry to increase by 30% by 2020 (using baseline of 2017 of 60 projects)	Annual Knowledge Transfer Survey to KTI	Target increase industry funded projects of 60 and €56k revenue	Target increase industry funded projects of 70 and €127k revenue	Target increase industry funded projects of 80 and €240k revenue

**Mapping of Proposed 2018-2021 Institutional Priorities  
against  
Key System Objective 3 High Level Targets**

Excellent research, development and innovation that has relevance, growing engagement with external partners and impact for the economy and society and strengthens our standing to become an Innovation Leader in Europe

**High Level System Target**

Increase of 500 new postgraduate research enrolments in disciplines aligned to enterprise and other national needs by 2020. (baseline 2,235 in 2014/15)

Increase by 30% the number of funded postdoctoral positions in disciplines aligned to enterprise and other national needs by 2020. (Innovation 2020 target)

Double overall Higher Education research income derived from industry to €48m (Innovation 2020 target - €24m in 2014)

Increase research projects between enterprise and the public research system by 20% by 2020 (2014 Baseline is 878)

Secure HEI Horizon 2020 target of €550m in funding by 2020 (over €200m secured by end of 2016)

Increase applied research in the Institutes of technology

**Institutional Priority 1**

**Institutional Priority 2**



*The purpose of this mapping is to provide an indicative alignment of how Institute of Technology Carlow is addressing each of the high level system targets. The extent to which the planned Institutional priority contributes to achieving the high level target is indicated by the darker shade of green.*

#### 4.4 Key System Objective 4

*Significantly improve the equality of opportunity through education and training and recruits a student body that reflects the diversity and social mix of Ireland's population.*

##### High Level Targets:

1. All HEIs will have a Student Success Strategy in place by 2020 which will embed whole-of-HEI approaches to institutional access strategies;
2. Implement new data initiatives and indicators to support the development and implementation of evidenced based National Plans for Equity of Access by 2019;
3. Implement the strands of the Programme for Access to Third Level (PATH) Fund to support the implementation of the National Plan for Equity of Access 2015-2019;
4. Sustain the expansion from underrepresented groups with 2,000 additional enrolments from socioeconomically disadvantaged groups and 1,000 from Further education access programmes;
5. Increase in enrolments from DEIS schools by ensuring that every such school will be participating in a HEI led access programme;
6. Completion rates for students from disadvantaged cohorts will be specifically targeted for improvement.

##### Strategy summary

Please provide details of a maximum of two institutional strategic priorities Institute of Technology Carlow has identified under Key System Objective 4. Each strategic priority should include a description of the strategic initiatives, with reference to the above high-level targets, that Institute of Technology Carlow is currently implementing or will implement over the three-year timespan of the compact (academic years 2018-2021).

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.

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

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### **Institute of Technology Carlow Strategy summary:**

Institute of Technology Carlow is committed to lifelong learning, equity of access, transfer and progression. We continue to strengthen and sustain our equitable access, transfer and progression opportunities for all learners.

Institute of Technology Carlow has a long established record of accomplishment in broadening the range of opportunities for students with diverse backgrounds and mainstreaming access in higher education. This is supported by:

- Multi-campus provision. The Institute has campuses in Carlow, Wexford and Wicklow (**Appendix 3, Case Study 7**); collaborative programme provision with An Cosan (**Appendix 3, Case Study 8**), the Irish Defence Forces (**Appendix 3, Case Study 10**), the Irish Gestalt Centre and the Tivoli Institute; and Extended Campus provision across Ireland with public, private and community sectors including the Irish Aviation and Emergency Services sectors.
- Modes of study. Our portfolio continues to grow and now includes full-time, part-time and flexible learning, online and blended learning, offering opportunities for continued engagement and enrichment.

The Institute is committed to the principle of equal access to education and continues to facilitate increased participation, particularly from students from under-represented groups, through the provision of enhanced opportunities and supports and the development of new pedagogical tools especially online.

We are focused on developing and pioneering equitable and innovative pathways so as to ensure that we admit and support those who will best benefit from the kind of education that Institute of Technology Carlow offers. Equality of access incorporates engagement with communities 'distant' from the Institute, offering alternative admissions and progression pathways (the Institute's engagement from 2018/2019 in the national DARE scheme, the Institute of Technology Carlow CAP Policy and articulation agreements with ETBs,- **Appendix 3, Case Study 9**) and providing an inclusive learning environment highlighting that difference is not only accommodated but is actively built into and part of policy and practice.

Institute of Technology Carlow has been highly successful in embedding participation, access and lifelong learning into the culture of the Institute by ensuring the policies and practices of both academic units and professional support units actively support the agenda of equality of access.

The Institute in delivering on its Strategic Plan has put the third National Access Plan for Equity of Access to Higher Education (2015 – 2019) at the core of its response.

The Institute's performance relative to the sector for 2016/17 is presented overleaf. As can be seen from this comparative data, we are well ahead of the sector averages for mature entrants and entrants from the target socio-economic groups (including Irish travellers).

We are mindful of higher education participation and attainment rates in our region and have worked with our partners in the Regional Skills Fora to continue providing alternative entry routes for students from the six target groups in the National Access Plan for Equity of Access to Higher Education:

- Entrants from socio-economic groups that have low participation in higher education
- First time, mature student entrants
- Students with disabilities
- Part-time/flexible learners

- Further education award holders and
- Irish Travellers

Additionally, we have consistently provided opportunity for those whose parents did not participate in higher education and lone parents. We are targeting increased participation rates by each of these groups. In order to deliver on this, the Institute has played a lead role in developing PATH 2 and PATH 3 applications from the southern cluster and has begun the rollout of these key projects. In so doing, we will also assess the impact of access initiatives and develop access data.

**% Access learners 2016/17 of total fulltime enrolments (Source, HEA)**

<b>Equal Access Data to Inform Access Element of RGAM 2018</b>					
	<b>2016-17</b>				
<b>Higher Education Institution</b>	<b>New Entrants 2015/16</b>	<b>Mature Student Entrants 2016/17</b>	<b>Matures %</b>	<b>Entrants Target SEGs + Travellers 2016/17</b>	<b>Target SEGs and Travellers %</b>
Athlone Institute of Technology	1006	162	16.1%	323	32.1%
Cork Institute of Technology	2018	144	7.1%	588	29.1%
Dublin Institute of Technology	3728	290	7.8%	866	23.2%
Dun Laoghaire IADT	543	62	11.4%	152	28.0%
Dundalk Institute of Technology	1176	175	14.9%	380	32.3%
Galway-Mayo Institute of Technology	1680	218	13.0%	574	34.2%
Institute of Technology Blanchardstown	749	135	18.0%	292	39.0%
Institute of Technology Carlow	1216	212	17.4%	404	33.2%
Institute of Technology Sligo	1044	97	9.3%	480	46.0%
Institute of Technology Tallaght	804	92	11.4%	280	34.8%
Institute of Technology Tralee	752	143	19.0%	197	26.2%
Letterkenny Institute of Technology	960	152	15.8%	333	34.7%
Limerick Institute of Technology	1470	267	18.2%	517	35.2%
Waterford Institute of Technology	1784	224	12.6%	607	34.0%
<b>All Institutes of Technology</b>	<b>18930</b>	<b>2373</b>	<b>12.5%</b>	<b>5993</b>	<b>31.7%</b>

**Key System Objective 4 and High Level Targets 1-6**

**Institutional Priority 1.**

Institute of Technology Carlow will maintain its National Access Plan for Equity of Access to Higher Education new entrant numbers by further developing, implementing and maintaining non-standard entry routes aimed at the six target groups, lone parents and first-generation learners.

**Institutional Priority 2.**

Institute of Technology Carlow will develop and implement its formal Learner Engagement Framework to further embed an Institute-wide approach to access strategies for those from the six target groups, lone parents and first-generation learners.

Five year Institutional Strategic Goals and Key Actions (2019-2023) provide the broader context for this compact (left-hand column overleaf). Three year institutional Compact priorities, aligned with KSO4 and related national HLT's, are presented in the right-hand column overleaf, together with the baseline and annual targets for 2018/19, 2019/2020 and 2020/2021 .

## Key System Objective 4 and High Level Targets 1-6

Five Year Strategic Plan 2019-2023 Thematic Areas, Goals and Key Actions relevant to KSO4/HLT6	Three Year Compact Priorities 2018-2021 aligned to KSO4/HLT6
<p><b>Thematic Area 3: Our Engagement</b>  <b>Goal 2: Collaboration in Education</b>            Along with our partners, we will lead in collaborative inter-institutional, regional, national, transnational and international collaborative programme provision, improving access and creating new opportunities and capacity to develop and deliver high quality programmes to a much wider range of learners.  <b>Key Actions</b> under this goal include <i>inter alia</i> joint awarding/collaborative partnerships within a wider range of disciplines; progression opportunities to L9 and L10 for each programme developed within international partnerships; working with collaborative partners on relevant quality systems in teaching, learning and research.</p> <p><b>Thematic Area 5: Our Sustainable Development</b>  <b>Goal 1: Education for Sustainability</b>            We are committed to equity of access, transfer and progression opportunities, to lifelong learning, and to making a significant, sustainable and socially responsible contribution to our regions, Ireland and the world. Through this strategic plan, we intend to engage and educate for sustainable development and work to improve the quality of life and well-being of our region by linking economic development, protection of the environment, human rights and social justice.  <b>Key Actions</b> under this goal include <i>inter alia</i> the <i>National Access Plan for Equity of Access to Higher Education</i>; leadership roles with Regional Skills For a and ETBs; Lifelong Learning and Springboard; sustainability principles in the curriculum and staff development; pedagogical approaches for active and participatory learning leading to development of key dispositions</p>	<p><b>KSO4 Institutional Compact Priority 1</b>            Institute of Technology Carlow will maintain its National Access Plan for Equity of Access to Higher Education new entrant numbers by further developing, implementing and maintaining non-standard entry routes aimed at the six target groups, lone parents and first-generation learners.</p> <p><b>Baseline:</b>            Access figures identified in HEA Equal Access Survey Data 2016/17 for mature entrants, entrants from the target socio-economic groups (including Irish travellers) and students with disabilities. The Institute is an active participant on the Southern Cluster steering group that secured funding under PATH 2 and PATH 3. The Institute through its lifelong learning activities and collaborations (e.g. An Cosán and the Defence Forces) plays a key role in developing, implementing and maintaining non-standard entry routes aimed at the six target groups, lone parents and first-generation learners.</p> <p><b>2018/19 Targets:</b></p> <ul style="list-style-type: none"> <li>- Maintaining access numbers above the sector average for entrants, both mature and from the target SEGs;</li> <li>- Rollout of PATH initiatives (PATH 2 – 1916 Bursaries and PATH 3);</li> <li>- In conjunction with the rollout of the Institute’s <i>Learner Engagement Framework</i>, we will examine mechanisms to track those students from the target groupings above through to completion of their studies in the Institute.</li> </ul> <p><b>2019/20 Targets:</b></p> <ul style="list-style-type: none"> <li>- Maintaining access numbers above the sector average for entrants, both mature and from the target SEGs;</li> <li>- Further rollout of PATH initiatives (PATH 2 – 1916 Bursaries and PATH 3). Review of the rollout of PATH 2.</li> </ul> <p><b>2020/21 Targets:</b></p> <ul style="list-style-type: none"> <li>- Maintaining access numbers above the sector average for entrants, both mature and from the target SEGs.</li> <li>- Further implementation of mechanisms to track those students from the target groupings above through to completion of their studies in the Institute.</li> <li>- Further rollout of PATH initiatives including review of the rollout of PATH 3.</li> </ul> <p>The Institute’s 2021 targets for each of the High Level Targets associated with Key System Objective 4, are presented in the table on page 50, together with an indication of the benchmark source.</p>



<p>and skills.</p> <p><b>Thematic Area 1: Our Learners:</b></p> <p><b>Goal 2: Learner Engagement, Retention and Progression Framework</b></p> <p>The experience of both prospective learners, existing learners and graduates will be enhanced through the development and implementation of our holistic <i>Institute of Technology Carlow Learner Engagement Retention and Progression Framework</i> (LERPF) and its accompanying supports.</p> <p><b>Key Actions</b> under this goal include inter alia further enhancing our engagement with prospective learners and learners; <i>student as leader</i> initiatives; developing our modes of delivery and supports with a particular focus on learners from non-traditional backgrounds and the first year experience at the Institute; progression pathways and opportunities; apprenticeships; alumni engagement.</p>	<p><b>KSO4 Institutional Compact Priority 2</b></p> <p>Institute of Technology Carlow will develop and implement its formal Learner Engagement Framework to further embed an Institute-wide approach to access strategies for those from the six target groups, lone parents and first-generation learners</p> <p><b>Baseline:</b></p> <p>The Institute has numerous successful mechanisms in place to support the student from application to alumni. As part of the development of our <i>Strategic Plan 2019-2023</i>, we have committed to putting in place a formal framework, building on these successes, to further support the learner in their progression through their life with the Institute. This inherently links with the Institute’s <i>Graduate Attributes</i>, actively engaging with the learner as a partner and leader.</p> <p>This will impact on all learners and will further embed our access strategies for those from the six target groups, lone parents and first-generation learners.</p> <p><b>2018/19 Targets:</b></p> <p>Audit of existing practices across the student lifecycle from application to alumnus.</p> <p><b>2019/20 Targets:</b></p> <p>Development of learner-centred framework with the support of the student representative body.</p> <p><b>2020/21 Targets:</b></p> <p>Implementation of the framework reinforcing best practice and enhancing throughput.</p> <p>The Institute’s 2021 targets for each of the High Level Targets associated with Key System Objective 4, are presented in the table on page 50, together with an indication of the benchmark source.</p>
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The Institute's 2021 target for each of the High Level Targets associated with Key System Objective 4, are presented below (centre column), together with an indication of the benchmark source.

<b>Framework</b>	<b>Institute of Technology Carlow</b>	<b>Database for benchmark</b>
All HEIs will have a Student Success Strategy in place by 2020, which will embed whole-of-HEI approaches to institutional access strategies.	The Institute is developing a Learner Engagement Framework aimed at supporting the learner from application to alumnus. This will build on our existing embedding of institutional access strategies and aims to enhance the learner experience to improve progression and completion rates.	Existing Institute Access Policies and Procedures.
Implement new data initiatives and indicators to support the development and implementation of evidenced based National Plan for Equity of Access by 2019.	Under its Learner Engagement Framework, the Institute will implement further data analytical approaches to support those students identified under the National Plan for Equity of Access.	Access data as published in Annual Reports 2015/16 and HEA access data.
Implement the strands of the Programme for Access to Third Level (PATH) Fund to support the implementation of the National Plan for Equity of Access 2015-2019.	The Institute has been central in developing and delivering on Strands 2 and 3 of the Programme for Access to Third Level (PATH) fund in the Southern Cluster.	Successful application and implementation has begun.
Sustain the expansion from underrepresented groups with 2,000 additional enrolments from socioeconomically disadvantaged groups and 1,000 from Further education access programmes.	The Institute will continue to grow the numbers from socioeconomically disadvantaged groups and Further Education access programmes. We continue to work with Regional Skills Fora partners in the neighbouring ETBs (LOETB, WWETB, KWETB and KCETB) to enhance progression pathways.	Number of FE links grow by 20% (from current figure of 40).  Access data as published in Annual Reports 2015/16 and HEA access data.
Increase in enrolments from DEIS schools by ensuring that every such school will be participating in a HEI led access programme.	The Institute will continue to grow the numbers from DEIS schools (all in Carlow, Kildare, Laois, Kilkenny and Wexford) and work with those schools in leading HE access programmes.	Access data as published in Annual Reports and HEA access data.
Completion rates for students from disadvantaged cohorts will be specifically targeted for improvement.	Under its Learner Engagement Framework, the Institute will implement further data analytical approaches to support those students identified under the National Plan for Equity of Access.	Overall progression rates aligning to Objective 5.

**Mapping of Proposed 2018-2021 Institutional Priorities  
against  
Key System Objective 4 High Level Targets**

Significantly improves the equality of opportunity through Education and Training and recruits a student body that reflects the diversity and social mix of Ireland’s population

**High Level System Target**

All HEIs will have a Student Success Strategy in place by 2020 which will embed whole-of-HEI approaches to institutional access strategies	Implement new data initiatives and indicators to support the development and implementation of evidenced based National Plans for Equity of Access by 2019	Implement the strands of the Programme for Access to Third Level (PATH) Fund to support the implementation of the National Plan for Equity of Access 2015-2019	Sustain the expansion from underrepresented groups with 2,000 additional enrolments from socioeconomically disadvantaged groups and 1,000 from Further education access programmes	Increase in enrolments from DEIS schools by ensuring that every such school will be participating in a HEI led access programme	Completion rates for students from disadvantaged cohorts will be specifically targeted for improvement
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**Institutional Priority 1**



**Institutional Priority 2**

*The purpose of this mapping is to provide an indicative alignment of how Institute of Technology Carlow is addressing each of the high level system targets. The extent to which the planned Institutional priority contributes to achieving the high level target is indicated by the darker shade of green.*

## 4.5 Key System Objective 5

*Demonstrate consistent improvement in the quality of the learning environment with a close eye to international best practice through a strong focus on quality & academic excellence.*

### High Level Targets:

1. Implement from 2018 Continuous Professional Development Framework for all academic staff in all HEIs;
2. All HEIs to engage in International benchmarking by 2020;
3. Improve problematic non-progression rates by 10% (overall baseline of 15% for 2014/15);
4. Improve non-progression rates in STEM disciplines by 10% (differing discipline baselines);
5. All HEIs to have in place policies for digital teaching and learning by 2019;
6. The HEA will develop guidelines to steer the process of total quality management, in line with best international practice.

### Strategy summary

Please provide details of a maximum of two institutional strategic priorities Institute of Technology Carlow has identified under Key System Objective 5. Each strategic priority should include a description of the strategic initiatives, with reference to the above high-level targets, that Institute of Technology Carlow is currently implementing or will implement over the three-year timespan of the compact (academic years 2018-2021).

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.

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

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### **Institute of Technology Carlow Strategy summary:**

Institute of Technology Carlow's Strategic Plan 2019-2023 identifies key goals that aim to contribute to regional and national economic, social and cultural development, informed and enriched by the Institute's growing activities and profile. It is this strategic plan which guides the direction of the Institute and the programmes being developed, validated and delivered within it. No programme is validated unless the Institute is satisfied that a student may attain the standards of knowledge, skills or competence required to achieve the proposed award. Similarly the procedures and processes of the delivery of such programmes, of their assessment through both internal and external examination, as well as the ongoing programme monitoring processes, are based on the institute's quality assurance procedures, thus ensuring that the required standard of knowledge, skill and competence is acquired by the student before an academic award is made.

The Institute is committed to providing its academic staff with the necessary advice and support to allow them to professionally develop their knowledge and skills. This has been demonstrated in the increase in the number academic staff with doctoral qualifications and in the number currently undergoing such studies. Specifically, the Institute introduced a new staff development policy in October 2012 aimed at increasing the numbers of academic staff with doctoral qualifications. Since this time, the proportion of full-time academic staff qualified to doctoral level increased from 18% (2012) to 37% (2017), with a further 14% (up from 2.8%) at an advanced stage in their studies towards doctoral qualifications. A 2016/17 analysis confirms that 44% of those academic staff delivering Level 8 or higher NFQ level programmes within the institute hold a doctoral qualification. 96% of academic staff held Level 9 and/or Level 10 qualifications in 2016/17. Furthermore, the Institute continues to support and drive initiatives aligned with national imperatives for excellence in best practice pedagogies, as well as scholarship in academic disciplines.

In addition specialist training courses are provided on all new technologies as they arise and academic staff are encouraged to meet with industry leaders, attend conferences and publish on research outcomes. Such commitment to continuous professional development ensures that the students receive the quality of education that is relevant, up to date and supports them, in achieving their highest potential.

Through its adoption of the Teaching, Learning and Assessment Strategy in 2015, the mid-term review (2016) of Strategic Plan 2014-2018, and Strategic Plan 2019-2023, the Institute has committed to increasing its digital capacity through the design and implementation of digital teaching and learning. Currently, it is finalising its framework for the adoption of blended learning approaches to its programmes. This framework takes into account current national and international thinking on digital learning.

The Institute is conscious of the need to continuously monitor and implement innovative methods in order to enhance student's learning and thus improve progression rates. This applies to STEM and other programmes. Currently this is implemented through drop-in centres, peer assisted learning and tutorials.

The Quality Assurance structure was created on the development of discrete policies based on all the academic activities of the Institute. It was noted by the QQI Programmes and Awards Executive Committee in 2016 that the Institute's structure was an excellent model of transparency for the sector giving visibility to the quality environment in which it operates and embedding trust amongst all its stakeholders in relation to its policies and procedures, programme and registers, and most importantly activities in relation to all of its reviews and outcomes of same.

The Institute is committed to robust self-evaluation and peer review as a key component of our quality enhancement culture. This supports the Institute in identifying new opportunities while also

ensuring the identification and management of risks across all levels and activities of the organisation. The Institute has actively encouraged its student body to partake in the Irish Survey of Student Engagement and has constructively analysed the findings of the survey both from a national viewpoint as well as the specific comments about the Institute.

At the heart of the Institute’s strategic plan is the learner experience and it is the student output that ultimately determines the level of quality of the learning environment. The Institute recognises this fact and thus the consistent maintenance of current quality of the learning environment and the expected improvement in this quality can only be carried out through an integrated approach incorporating all sections of the Institute. In addition the Institute recognises the requirement to provide high quality campus facilities are a key to student learning and extra-curricular activities. This total quality management focus is provided from the Senior Executive through the Management Group to Academic Council thus all staff of the Institute are actively involved in quality related functions and processes and are participating in the achievement of common goals. Through the various external review processes outlined above and the other internal annual reviews the Institute endeavours to meet and exceed the required level of quality.

The Institute places clear emphasis on learner progression and completion. A comparative analysis of progression rates from year 1 to year 2 by level of award for the Institute, sector and nationally, is presented overleaf. The Institute intends to retain and improve on these figures.

**COMPARATIVE ANALYSIS OF PRESENCE RATES BY LEVEL OF AWARD FOR INSTITUTE OF TECHNOLOGY CARLOW,  
THE INSTITUTE OF TECHNOLOGY SECTOR AND THE NATIONAL HIGHER EDUCATION SYSTEM**

	2007->2008	2009->10	2010->11	2011->12	2012->13	2013->14	2014->15
<b>Institute of Technology Carlow</b>							
Level 8	82	87	81	82	82	86	89
Level 7	74	77	74	75	75	79	79
Level 6	72	71	76	75	76	81	71
All Levels	76	79	78	79	80	83	83
<b>All Institutes of Technology</b>							
Level 8	84	83	83	83	83	84	85
Level 7	74	72	71	72	71	73	75
Level 6	75	69	70	74	70	74	73
All Levels	78	76	76	77	77	79	79
<b>National HE Rates</b>							
Level 8	89	89	89	88	90	88	89
Level 7	74	72	71	72	71	73	75
Level 6	75	69	70	74	70	74	73
All Levels	85	84	84	84	84	84	85

### **Key System Objective 5 and High Level Targets 1-6**

#### **Institutional Priority 1.**

Institute of Technology Carlow will continue to prioritise the Continuous Professional Development of all staff.

#### **Institutional Priority 2.**

Building on our ICT infrastructure and virtual learning environment, we will implement strategic pilot projects within existing programmes and cross-campus and develop an integrated institutional strategic plan for blended, flexible and distributed learning.

Five year Institutional Strategic Goals and Key Actions (2019-2023) provide the broader context for this compact (left-hand column overleaf). Three year institutional Compact priorities, aligned with KSO5 and related national HLT's, are presented in the right-hand column overleaf, together with the baseline and annual targets for 2018/19, 2019/2020 and 2020/2021 .

## Key System Objective 5 and High Level Targets 1-6

Five Year Strategic Plan 2019-2023 Thematic Areas, Goals and Key Actions relevant to KSO5/HLT6	Three Year Compact Priorities 2018-2021 aligned to KSO5/HLT6
<p><b>Thematic Area 4: Our Campus Community</b>  <b>Goal 1: Our Staff</b>            We will continue to attract, develop and retain the very best people, nurturing talent, offering equal opportunities to career progressions and celebrating achievement.  <b>Key Actions</b> under this goal include <i>inter alia</i> completing the professional support service reviews for all departments and the implementation of resulting operational plans; <i>Career Development Framework</i> and continuing to prioritise Continuous Professional Development; 55% target ft academic staff L10 qualifications; actively encouraging an environment that inspires idea creation and the emergence of new activities and initiatives.</p> <p><b>Thematic Area 1: Our Learners</b>  <b>Goal 3: Teaching, Learning and Assessment</b>            We will review our teaching, learning and assessment strategies, to ensure that the highest quality dynamic, adaptable and innovative learning experience continues to be provided for all of our students through an education system that responds effectively to the needs of our society, provides real world learning opportunities and the development of transferrable life skills.  <b>Key Actions</b> under this goal include <i>inter alia</i> further innovations in experiential learning, co-operative work based learning and collaborative provision; further rollout of our new <i>Roadmap for Blended, Flexible and Distributed Learning</i>; increased digital capacity; teaching, learning and assessment strategies for learner inclusiveness and equity.</p> <p><b>Thematic Area 4: Our Campus Community</b>  <b>Goal 2: Our physical infrastructure</b>            We will continue to develop our digital and multi-campus facilities</p>	<p><b>KSO5 Institutional Compact Priority 1</b>            Institute of Technology Carlow will continue to prioritise the Continuous Professional Development of all staff.</p> <p><b>Baseline:</b>            Institute of Technology Carlow continues to invest in the talent of existing and prospective faculty, professional management support staff and management with creative and innovative ideas and the qualities to implement them. We have prioritised capacity building initiatives in staff development and the recruitment and retention of the best available talent. As per the HEA return of December 2017, 37% of fulltime academic staff are qualified to doctoral level (up from 18% in 2012) with 96% qualified to Level 9 and above. A further 14% are undertaking further study in other higher education institutions to doctoral level. Continuous professional development initiatives for all staff are in place. Key examples in the academic domain include the Masters in Teaching and Learning currently being taken by over 40 Institute and collaborative partner staff, the rollout of the foundation module in Teaching and Learning to all new staff as part of their induction and the Academic Professional Development programme and projects being led by the Institute’s Centre for Teaching and Learning and supported by the National Forum for the Enhancement of Teaching and Learning.</p> <p><b>2018/19 Targets</b>            In line with the criteria to achieve technological university status, the Institute aims to have 45% of its staff qualified to level 10. Ongoing staff pedagogical development is ongoing. In line with the Institute’s <i>Training and Development Policy</i>, supports for PMSS staff will be provided.</p> <p><b>2019/20 Targets</b>            Building on the investment in the development and recruitment of staff the Institute expects to have over 48% of full-time academic staff qualified to doctoral level. The Institute will prioritise the rollout of initiatives to support access learners in line with Objective 4 and blended leaning in line with priority 2 below.</p> <p><b>2020/21 Targets</b>            Building on the investment in the development and recruitment of staff, the Institute expects to have over 50% of full-time academic staff qualified to doctoral level.</p> <p>The Institute’s 2021 targets for each of the High Level Targets associated with Key System Objective 5, are presented in the table on page 58, together with an indication of the benchmark source.</p>



and ensure that our physical spaces are both environmentally and aesthetically excellent, attractive and fit for purpose for our students and staff, are supported by cutting edge IT systems, are a regional and national resource, and are well utilised for the benefit of the local communities and the region.

**Key Actions** under this goal include *inter alia* completing the South Sports Campus development, the new Applied and Health Sciences building, LRC extension in Carlow and the new Wexford campus; collaborative higher education provision with Wicklow County Campus and Kilkenny County Council; continuing to upgrade and install state of the art technology to support all of our activities and services, prioritising the development of a digital approach to systems and services.

#### **KS05 Institutional Compact Priority 2**

Building on our ICT infrastructure and virtual learning environment, we will implement strategic pilot projects within existing programmes and cross-campus and develop an integrated institutional strategic plan for blended, flexible and distributed learning.

#### **Baseline:**

Institute of Technology Carlow has a modern and resilient IT physical infrastructure and virtual learning environment as the result of prioritised investment over many years. We are well positioned to embark upon new initiatives incorporating an enhanced use of digital technologies across our multi-campus structure. We will implement strategic pilot projects within existing programmes and cross-campus and develop and implement an integrated institutional strategic plan for blended, flexible and distributed learning.

We have set out our *Roadmap for the Implementation of Pilot Blended Learning Programmes* in Institute of Technology Carlow. This builds from guidelines issued by QQI and the National Forum for the Enhancement of Teaching and Learning. Coupled with these, the success of earlier initiatives and the continuous professional development of staff in Technology Enhanced Learning ensures the Institute is poised to exploit the potential of blended learning.

#### **2018/19 Targets:**

Six pilot programme with attendant modules across three faculties have been identified to use Blended Learning. Recruitment of support staff in the area of Learning Technology and the development of academic staff in the area to enable the rollout of the pilot. Aligned to this rollout, Institute policies and procedures will be revised.

#### **2019/20 Targets:**

Up to six additional programmes across all faculties will, using the revised policies and procedures, be offered using blended learning. Staff development (both academic and PMSS) will continue to support this priority.

#### **2020/21 Targets:**

We will review the operation of all programmes integrating with innovations in experiential learning, co-operative work based learning and collaborative provision; and teaching, learning and assessment strategies for learner inclusiveness and equity.

The Institute's 2021 targets for each of the High Level Targets associated with Key System Objective 5, are presented in the table on page 58, together with an indication of the benchmark source.

The Institute's 2021 target for each of the High Level Targets associated with Key System Objective 5, are presented below (centre column), together with an indication of the benchmark source.

Framework	Institute of Technology Carlow	Database for benchmark
Implement from 2018 Continuous Professional Development Framework for all academic staff in all HEIs	Institute of Technology Carlow, aligned to the work of the National Forum for the Enhancement of Teaching and Learning (in particular the ATLAS and L2L projects) and informed by technological university criteria in this area, continue to prioritise to the development of staff.	December 2017 HEA Staff data- 96.3% of full-time academic staff have a Level 9 qualification or higher; 37.1% with a Level 10 qualification. 14.1% pursuing Level 10 qualifications. Implementation of the Continuous Professional Development framework. Percentage and proportion of research-active academic staff; percentage of staff qualified to PhD level; number of staff supported through research-related training.
All HEIs to engage in international benchmarking by 2020	The Institute has undertaken significant work in benchmarking against international universities in the area of internationalisation. The Institute has also signed up to U-Multirank.	U-Multirank is a multidimensional, user-driven approach to international ranking of higher education institutions. It compares the performances of higher education institutions in the five broad dimensions of university activity: (1) teaching and learning, (2) research, (3) knowledge transfer, (4) international orientation and (5) regional engagement. U-Multirank enables comparisons at the level of the university as a whole and at the level of specific fields of study. Based on empirical data, U-Multirank compares institutions with similar institutional profiles ('like-with-like').
Improve problematic non-progression rates by 10% (overall baseline of 15% for 2014/2015)	The Institute currently (2014/15 data, HEA) has the highest Level 8 progression rate in the technological sector at 89%. The aim is to retain this and the overall rate matching or exceeding the sectoral levels.	HEA presence rate data for national. Sectors, HEI, discipline and level of programme.
Improve non-progression rates in STEM disciplines by 10% (differing discipline baselines)	The Institute's non-progression rates in the STEM disciplines are amongst the lowest in the sector (Engineering Level 8 10% Institute of Technology Carlow; 19% for sector. Computing 12% Institute of Technology Carlow; 22% for sector. HEA 2017). The Institute continues to monitor and respond in this area.	HEA presence rate data for national. Sectors, HEI, discipline and level of programme.
All HEIs to have in place policies for digital teaching and learning by 2019	Building on our ICT infrastructure and virtual learning environment, we will implement strategic pilot projects within existing programmes and cross-campus and develop an integrated institutional strategic plan for blended, flexible and distributed learning	National Forum engagement. Number of programmes using blended learning.
The HEA will develop guidelines to steer the process	The Institute has successfully re-engaged with QQI in accordance with the 2012 Act. The Institute has been recognised by QQI	The Institute remains committed to "an internationally-orientated organisation, with a robust self-evaluation, peer

<p>of total quality management, in line with best international practice</p>	<p>as providing an exemplar to the sector in terms of its quality assurance and enhancement practices in particular in the area of publication of key QA outcomes. We have also actively engaged in promoting learner engagement in governance, management, teaching and learning, research and quality assurance to ensure learners are active partners in the learning process.</p>	<p>review and quality enhancement culture”.</p> <p>With the revision of the 2012 Act, the Institute will seek to use the International Education Mark. In the timeframe of this compact we will have commenced and successfully concluded our Institutional Review as part of the CINNTE process.</p> <p>ISSE Index scores benchmarked against national and institution-type norms.</p>
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**Mapping of Proposed 2018-2021 Institutional Priorities  
against  
Key System Objective 5 High Level Targets**

Demonstrates consistent improvement in the quality of the learning environment with a close eye to international best practice through a strong focus on quality and academic excellence

**High Level System Target**

Implement from 2018 Continuous Professional Development Framework for all academic staff in all HEIs	All HEIs to engage in International benchmarking by 2020	Improve problematic non-progression rates by 10% (overall baseline of 15% for 2014/15)	Improve non-progression rates in STEM disciplines by 10% (differing discipline baselines)	All HEIs to have in place policies for digital teaching and learning by 2019	The HEA will develop guidelines to steer the process of total quality management, in line with best international practice
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**Institutional Priority 1**



**Institutional Priority 2**

*The purpose of this mapping is to provide an indicative alignment of how Institute of Technology Carlow is addressing each of the high level system targets. The extent to which the planned Institutional priority contributes to achieving the high level target is indicated by the darker shade of green.*

## 4.6 Key System Objective 6

*Demonstrate consistent improvement in governance, leadership and operational excellence.*

### High Level Targets:

1. Implementation of the 2018 Higher Education Gender Equality Task Force Action Plan and the 2016 Expert Group recommendations;
2. HEIs to have attained an Athena SWAN bronze institutional award by 2019 (TUs within 3 years of establishment);
3. All HEIs to submit their annual Governance Statements to HEA on time;
4. 100% compliance by HEIs with public procurement rules;
5. Draft annual financial statements to be submitted by HEIs to C&AG within stipulated C&AG guidelines;
6. Full transparency in HEI financial statements about accounting for Trusts and Foundations;
7. 100% compliance by HEIs with public pay policy;
8. 100% compliance by HEIs with public sector numbers controls;
9. Implementation of recommendations from rolling governance reviews;
10. HEA will develop individual compacts with the HEIs which reflect the overall ambitions of the System Performance Framework and local/regional opportunities;
11. Institutional strategic compacts will be assessed by a panel of experts, including international participants, to assess their coherence and capacity for delivery.

### Strategy summary

Please provide details of a maximum of two institutional strategic priorities Institute of Technology Carlow has identified under Key System Objective 6. Each strategic priority should include a description of the strategic initiatives, with reference to the above high-level targets, that Institute of Technology Carlow is currently implementing or will implement over the three-year timespan of the compact (academic years 2018-2021).

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.

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

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## Institute of Technology Carlow Strategy summary

The higher education system in Ireland has faced unprecedented challenges over the last decade resulting from the economic crash and subsequent recession coupled with an increasing demand fuelled by demographic increases and a huge increase in the demand for reskilling and upskilling. To meet this challenge and prosper during this period requires sound governance, exceptional leadership and continued operational excellence. This can only be achieved on an on-going basis if it is underpinned by an ideological philosophy and an appropriate set of values.

Institute of Technology Carlow, in preparing its Strategic Plan 2014 – 2018, and in conducting a Midterm review of the plan in 2016, conducted a widespread and comprehensive consultation process among staff, students and other stakeholders to arrive at a set of Institutional values (see below).

*In all that we do, we hold 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 (Institute of Technology Carlow Strategic Plan 2014-2018).*

These values carry through into Strategic Plan 2019-2023 (Appendix 1) following further inclusive consultations with all stakeholders throughout 2018.

Institute of Technology Carlow has grown and developed during the lifetime of the last compact while consistently displaying sound governance across all of the activities of the Institute, exceptional leadership and achieving operational excellence in an ethic, transparent and effective manner.

Throughout the economic crisis, the Institute achieved sustained growth and operational surpluses despite severe state funding reductions. The Institute has consistently matched its recurrent liabilities to available recurrent resources and utilised any surpluses from self-financing activities to invest in infrastructural developments to compensate for the shortfall in capital investment from the State.

The Institute promotes a culture of self-assessment, peer reviews, transparency, accountability and the highest person and professional standards among staff and students.

The Institute's performance under the HEA Strategic Dialogue Process/ Performance Funding Framework conducted throughout the past four years is noteworthy as we embark on the development of a new compact. This may be summarised as follows:

- The outcome for SDC2 and SDC3 was placement of the Institute in Category 1 of the *Assessments of Performance* which is defined as '*...HEIs which, overall, have performed well against their objectives and have demonstrated excellence in some mission-critical domains*'.
- For SDC4, the HEA discontinued the categorisation outcome for all HEI's. However, feedback received by the Institute from the HEA on the Strategic Dialogue Cycle 4 process in December 2017 included the following statement: "*IT Carlow has demonstrated a strong aptitude for the strategic dialogue process, providing extensive data and information to supplement its self-evaluation reports. It has maintained a strong financial position over the compact period, with very high engagement in lifelong learning as a key factor in achieving that position. It has benefited from, and been responsive to, strong demand for higher education in its region....success also stems from their focus on strong governance, strategic planning, risk management, resource management, quality enhancement, building research capacity and international profile, and engagement with a broad range of constituencies.*" Full details of the outcome of this review are available at [hea.ie](http://hea.ie).

The Institute of Technology Carlow is firmly committed to furthering Equality, Diversity and Inclusion through its leadership, governance, structures and operations and has already made substantial progress on the implementation of the 2016 Expert Group on Gender Equality in Higher Education recommendations.

Both Institute of Technology Carlow’s Governing Body and Academic Council consist of at least 40% women and at least 40% men, in line with HEA recommendations, and the broader Institute management team currently consists of 40.6% women and 59.4% men. The Institute’s President is female, as is 33.3% of its senior management team. The Institute will continue to work towards achieving at least 40% women and 40% men on all its key decision-making bodies, and is the process of ensuring that this happens on a systematic basis. The Institute has also committed to ensuring that all interview panels consist of at least 40% women and at least 40% men and has rolled out unconscious bias, recruitment and selection training to all members of its management team.

The Institute of Technology Carlow has also put new structures in place to ensure it is best placed to implement the 2018 Task force Action Plan and achieve an Athena SWAN Bronze Institutional award. A high level Equality, Diversity and Inclusion (EDI) Steering Committee, chaired by the President, has been established, along with a cross-institutional Athena SWAN Self-Assessment Team. An Office of Equality, Diversity and Inclusion has been established, and the Institute has appointed a Director to that office, along with the necessary administrative support, to further Equality, Diversity and Inclusion initiatives in the Institute. The Institute has also developed and launched an Equality, Diversity and Inclusion fund, the first of its kind across the IoT sector.

The Institute has recently completed a robust self-assessment exercise to identify key actions for inclusion into an Institute of Technology Carlow Gender Equality Action Plan (GEAP - [www.itcarlow.ie/resources/equality-diversity-inclusivity.htm](http://www.itcarlow.ie/resources/equality-diversity-inclusivity.htm)) to be implemented across the Institute. This plan addresses the recommendations from the Higher Education Gender Equality Task Force Action Plan 2018. The Institute has also been working towards an Athena SWAN award since early 2017 and submitted its application for an Athena SWAN Institutional Bronze Award in November 2018.

<b>Key System Objective 6 and High Level Targets 1-11</b>
<b>Institutional Priority 1</b>
We will develop and implement a strategy to support and develop members of our Governing Body, Executive and Management Teams in fulfilling their roles to the highest standard.
<b>Institutional Priority 2</b>
We will develop a strategy and plan for the implementation of the 2018 Higher Education Gender Equality Task Force and the attainment of Athena Swan bronze institutional award by 2019.

Five year Institutional Strategic Goals and Key Actions (2019-2023) provide the broader context for this compact (left-hand column overleaf). Three year institutional Compact priorities, aligned with KSO1 and related national HLT’s, are presented in the right-hand column overleaf, together with the baseline and annual targets for 2018/19, 2019/2020 and 2020/2021 .

## Key System Objective 6 and High Level Targets 1-11

<p style="text-align: center;"><b>Five Year Strategic Plan 2019-2023</b>  <b>Thematic Areas, Goals and Key Actions relevant to</b>  <b>KSO6/HLT11</b></p>	<p style="text-align: center;"><b>Three Year Compact Priorities 2018-2021 aligned to KSO6/HLT11</b></p>
<p><b>Thematic Area 3: Our Engagement</b>  <b>Goal 3: Leading the region</b>                      We are committed to harnessing our education and research towards evolving economic and social objectives and to further enhancing our engagement and integration with regional development, with a particular focus on the South-East, Mid-East and Midlands.  <b>Key Actions</b> under this goal include inter alia shaping the future skills agenda; broadening engagement activities with public, private and voluntary organisations; driving regional/local development including Regional APJs; developing strong networks of engaged alumni.</p> <p><b>Thematic Area 4: Our Campus Community</b>  <b>Goal 4. Organisational governance and structures</b>                      We will continue to demonstrate exemplary leadership and governance and we will further develop our organisational structures to support and further enable our continued successful transition to a larger, more complex education provider.  <b>Key Actions</b> under this goal include <i>inter-alia</i> continual improvement in governance, leadership and operational excellence; intelligent and timely use of information and analytics in evidence based decision making; high-quality, transparent and strategic financial planning; further diversification of income streams; enhanced engagement and support services across all campuses; phased implementation of PPS review recommendations; annual participation in U-Multirank to benchmark performance in teaching and learning, research, knowledge transfer, international orientation and regional engagement;</p>	<p><b>KSO6 Institutional Compact Priority 1</b>                      We will develop and implement a strategy to support and develop members of our Governing Body, Executive and Management Teams in fulfilling their roles to the highest standard.</p> <p><b>Baseline:</b>                      The Institute has maintained a strong governance culture with clear strategic direction by the Governing Body, evidenced by comprehensive and relevant strategic planning processes and culminating in five year plans supported by mid-term reviews. The executive has maintained a strong operational excellence with a value-for-money and public service ethos permeating through the organisation. This is evidenced by strong robust financial results aligned with student growth (70% growth since 2010/11) despite severe cuts in funding.</p> <p><b>2018/19 Targets:</b>                      Finalisation and publication of a new Strategic Plan 2019-2023 in Q4 2018, setting the strategic goals and direction of the institute for the next five years. Concurrently, the Institute is developing the application for the Technological University of South East Ireland, spear-headed by a Project Steering Committee comprised of executive and three members of the Governing Body of the Institute. The Institute will strive to maintain compliance with all of the compliance requirements of the HEA and the Department of Education and Skills.</p> <p><b>2019/20 Targets:</b>                      The Governing Body will set the strategic direction and goals in a strategic plan for the Technological University of South East Ireland should the application be successful following international peer review. The Institute will strive to maintain compliance as the Institute continues to grow and prepare for merger.</p> <p><b>2020/21 Targets:</b>                      The Institute will be transitioning and implementing its integration strategies for the Technology University of South East Ireland should the 2018/2019 application be successful. In the unlikely event that it is not successful, it is anticipated that it will be resubmitting the application in 2020/2021. The Institute will strive to maintain compliance as the Institute continues to grow and prepare for merger.</p> <p>The Institute’s 2021 targets for each of the High Level Targets associated with Key System Objective 6, are presented in the table on page 66, together with an indication of the benchmark source.</p>



<p>Communications Strategy.</p> <p><b>Thematic Area 3: Our Engagement</b>  <b>Goal 4: Global connections</b>  We will ensure a global dimension into the design and delivery of education, research, and knowledge exchange bringing alternative ways of thinking and understanding, enriching teaching and learning, encouraging equality, diversity and inclusion and opening our entire community to external stakeholders.  <b>Key Actions</b> under this goal include <i>inter alia</i> internationalisation strategy informed by national strategy; further embedding an international dimension, approaches and perspectives in the curriculum; enhanced institutional collaboration, student recruitment and international mobility activities in key markets; 15% international students; increased participation in Erasmus+; increased international researcher mobility.</p> <p><b>Thematic Area 4: Our Campus Community</b>  <b>Goal 3: Our culture of inclusion</b>  To nurture our culture as the multi campus provision continues to develop and to grow, we will capture, accentuate and celebrate our distinctiveness and ensure that all of our people are valued, supported, and feel proud to work at Institute of Technology Carlow.  <b>Key Actions</b> under this goal include <i>inter alia</i> implementation of the Institute of Technology Carlow 2018 EDI Policy; implementation of the recommendations of the <i>Expert Group on Gender Equality in Higher Education 2016</i> and of the <i>National Taskforce on Gender Equality in Higher Education 2018</i>; achieve Institutional Athena SWAN Bronze Award and individual faculty Bronze Awards.</p>	<p><b>KSO6 Institutional Compact Priority 2</b>  We will develop a strategy and plan for the implementation of the 2018 Higher Education Gender Equality Task Force and the attainment of Athena Swan bronze institutional award by 2019.</p> <p><b>Baseline:</b>  The Institute is committed to the provision of an inclusive environment which promotes equality and values diversity and inclusion. The concept of equality is central to our ethos of academic and service excellence.</p> <ul style="list-style-type: none"> <li>- The Institute established its office for EDI in 2017 and adopted a new updated <i>Institute of Technology Carlow Policy and Procedures for Equality, Diversity and Inclusion</i> in June 2018 (Appendix 4 Section 1);</li> <li>- Reported on progress to the Equality Task Force on implementation of the <i>Recommendations of the Gender Equality Task Force (2016)</i> in February 2018 (Appendix 4 Section 2); and</li> <li>- Has prepared an institutional application for Athena Swan bronze accreditation submitted in November 2018 (<a href="http://www.itcarlow.ie/resources/equality-diversity-inclusivity/athena-swan/athena-swan-institute-of-technology-carlow.htm">www.itcarlow.ie/resources/equality-diversity-inclusivity/athena-swan/athena-swan-institute-of-technology-carlow.htm</a>). The latter was compiled by a 24-member cross-institutional self-assessment team (SAT) under the leadership of the Director of the Office for EDI and an institutional EDI Steering Group chaired by the President.</li> </ul> <p><b>2018/19 Targets:</b></p> <ul style="list-style-type: none"> <li>- Completion of the analysis of the staff survey (48% response rate) by the SAT;</li> <li>- Development, adoption and publication of the <i>Gender Action Plan</i> for Institute of Technology Carlow;</li> <li>- Submission for Athena Bronze. The plan will address <i>inter alia</i> obligations derived from <i>Gender Equality Expert Group 2016</i> and <i>Equality Task Force Action Plan 2018-2020</i> recommendations.</li> <li>- The Institute will report on progress on all aspects of the above through the strategic dialogue process and agree prioritisation of actions and targets for 2019/20 and 2020/2021.</li> </ul> <p><b>2019/20 Targets:</b>  The Institute will implement agreed prioritised EDI actions and targets for 2019/20 arising from the 2018/2019 strategic dialogue review process and informed by the Institute’s <i>Gender Action Plan 2018</i> and <i>Policy and Procedures for Equality, Diversity and Inclusion 2018</i> (see above). In the unlikely event that the Athena Swan application is not successful, it is anticipated that it will be resubmitting the application in 2019/2020.</p> <p><b>2020/21 Targets:</b>  The Institute will implement agreed prioritised EDI actions and targets for 2020/2021 arising from the 2018/2019 strategic dialogue review process and informed by the Institute’s <i>Gender Action Plan 2018</i> and <i>Policy and Procedures for Equality, Diversity and Inclusion 2018</i> (see above).</p> <p>The Institute’s 2021 targets for each of the High Level Targets associated with Key System Objective 6, are presented in the table on page 66, together with an indication of the benchmark source.</p>
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The Institute's 2021 target for each of the High Level Targets associated with Key System Objective 6, are presented below (centre column), together with an indication of the benchmark source.

Framework	Institute of Technology Carlow	Benchmark
Implementation of 2018 Higher Education Gender Equality Task Force Plan and 2016 Recommendations	Institute of Technology Carlow's Equality Plan is currently at an advanced stage of development and encompasses the 2016 Expert Group Recommendations.  Publication of the 2018 Gender Equality Task Force Action Plan is imminent and will also be addressed in the Equality Plan.	2018 Higher Education Gender Equality Task Force Action Plan.  2016 Expert Group recommendations and annual institutional and sectoral profiles published by the HEA.
HEIs to have attained an Athena SWAN bronze institutional award by 2019 (TUs within 3 years of establishment)	Institute of Technology Carlow is one of two partners in the Technological University of South East Ireland Consortium. This consortium aims to submit an application for merger and designation in the second half of 2018.  Notwithstanding the above, the Institute has been working towards an Athena SWAN award since early 2017 and intends submitting its application for an Athena SWAN Institutional Bronze Award in November 2018.	2018 Higher Education Gender Equality Task Force Action Plan.  Annual institutional and sectoral profiles published by the HEA
All HEIs to submit their annual Governance Statement to HEA on time	To submit Annual Governance Statement to HEA to agreed timescales	2017 Return
100% compliance with Public Procurement rule	On-going training education and vigilance to ensure compliance on an on-going basis	Audit 2015/16
Draft Financial Statements to stipulated C&AG guidelines	Adequately resource finance function to meet all compliance targets	Audit 2016/17
Transparency in Financial Statements <i>i.e.</i> , trusts and foundations	Institute of Technology Carlow does not have a trust or foundation	Not applicable
100% compliance with public pay policy	Institute of Technology Carlow continues to maintain 100% compliance with public pay policy	
100% compliance by HEIs public sector numbers controls	Institute of Technology Carlow will continue to comply with agreement with HEA re staffing numbers	March 2018 Returns
Implementation of recommendations from governance reviews	Institute of Technology Carlow will implement recommendations if applicable	
HEA will develop individual compacts with the HEIs which reflect the overall ambitions of the System Performance Framework and local/regional opportunities	Institute of Technology Carlow will continue to develop and agree compacts with the HEA that reflect the overall ambitions of the System Performance Framework and local/regional opportunities	Performance to-date – Placement in Category 1 of the <i>Assessments of Performance</i> for SDC2 and SDC3.  Categorisation for SDC4

		discontinued by the HEA but detailed feedback published on the HEA website.
Institutional strategic compacts will be assessed by a panel of experts, including international participants, to assess their coherence and capacity for delivery.	Institute of Technology Carlow will continue to fully participate in performance assessments including those associated with the Strategic Dialogue Process	Performance to-date – Placement in Category 1 of the <i>Assessments of Performance</i> for SDC2 and SDC3.  Categorisation for SDC4 discontinued by the HEA but detailed feedback published on the HEA website.

**Mapping of Proposed 2018-2021 Institutional Priorities  
against  
Key System Objective 6 High Level Targets**

Demonstrates consistent improvement in governance, leadership and operational excellence.

**High Level  
System Target**

Implementation of the 2018 Higher Education Gender Equality Task Force Action Plan and the 2016 Expert Group recommendations	HEIs to have attained an Athena SWAN bronze institutional award by 2019 (TUs within 3 years of establishment)	All HEIs to submit their annual Governance Statements to HEA on time	100% compliance by HEIs with public procurement rules	Draft annual financial statements to be submitted by HEIs to C&AG within stipulated C&AG guidelines	Full transparency in HEI financial statements about accounting for Trusts and Foundations	100% compliance by HEIs with public pay policy	100% compliance by HEIs with public sector numbers controls	Implementation of recommendations from rolling governance reviews	HEA will develop individual compacts with the HEIs which reflect the overall ambitions of the System Performance Framework and local/regional opportunities	Institutional strategic compacts will be assessed by a panel of experts, including international participants, to access their coherence and capacity for delivery
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**Institutional  
Priority 1**

**Institutional  
Priority 2**



*The purpose of this mapping is to provide an indicative alignment of how Institute of Technology Carlow is addressing each of the high level system targets. The extent to which the planned Institutional priority contributes to achieving the high level target is indicated by the darker shade of green.*

## 6. Annual Compliance Statement

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 governance or compliance issues arise, such as unacceptable financial deficit, weakness in financial plans or major omissions or delays in returns, an institution may be deemed not to have met the minimum requirements of strategy and performance dialogue.

## 7. Agreement

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To be completed following the conclusion of the strategy and performance dialogue process.

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 the place of Institute of Technology Carlow within the system.

Signed: Pat O'Keefe  
Date: 1/4/19  
Chief Executive, Higher Education Authority

Signed: Patricia Melcany  
Date: 20/3/2019  
President, Institute of Technology Carlow

Signed: John Mo  
Date: 20/3/2019  
Chair, Governing Body, Institute of Technology Carlow

## 7. Agreement

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**To be completed following the conclusion of the strategy and performance dialogue process.**

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 the place of Institute of Technology Carlow within the system.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Chief Executive, Higher Education Authority

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

President, Institute of Technology Carlow

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Chair, Governing Body, Institute of Technology Carlow

# Appendices

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We (Institute of Technology Carlow) include the following appendices with our performance compact.

List the appendices here:

<input type="checkbox"/>	<a href="#">Appendix 1: Institute of Technology Carlow Strategic Plan 2019-2023</a>
<input type="checkbox"/>	<a href="#">Appendix 2: Contextual Information on Institute of Technology Carlow (December 2018)</a>
	<a href="#">Appendix 3: Case Studies from Institute of Technology Carlow</a>
<input type="checkbox"/>	<a href="#">Appendix 4: Supporting Information on Key System Objective 6 and Institute of Technology Carlow</a>