

# 2019 2023

Strategic Plan



INSTITUTE *of*  
TECHNOLOGY  
CARLOW

Institiúid Teicneolaíochta Cheatharlach

**Engage**  
**Learn**  
**Innovate**  
**Lead**



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## Mr John Moore

Chairman of the Governing Body

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## Foreword

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On behalf of the Governing Body of Institute of Technology Carlow it is my pleasure to present the 2019-2023 Strategic Plan.

This is a plan by and for our community, our regions and country. It is the result of many months of information gathering, dialogue, analysis and careful thought by all members of the Institute across every discipline, function and activity.

The resulting five strategic priorities encompass our learners, our research, our engagement, our campus community and our sustainable development. Goals developed under each of these themes are reinforced by key actions. These actions are further supported by detailed action plans and key performance indicators, including those contained in our new mission-based performance compact with the HEA, which defines our role in the achievement of key national objectives for higher education in the coming years.

This plan provides clear direction for how Institute of Technology Carlow will continue to advance strategically and with a unity of purpose from our current position to even greater national and international prominence. It builds on our current strengths and focuses our energies and resources on the opportunities that we are ideally positioned to avail of. It is consistent with our progressive spirit and reputation for innovation that was particularly evident in the successful delivery of our most recent strategic plan.

For our students, our staff, our partners and our country, we are embarking on what is undoubtedly the most strategically ambitious initiative in our history to-date; merger and designation as the Technological University of South East Ireland.

Our 2023 vision and 2030 stretch vision articulated in this plan confirms that the way forward will be challenging, exciting and life changing. Our success over the past decade ensures that we will approach these challenges with confidence, commitment and enthusiasm.

The level of engagement which has been evident from staff and student contributions to the development of this plan is to be commended and will ensure that all members of the Institute of Technology Carlow community continue to work together and in accordance with our values to realise its successful delivery.

Mr John Moore  
Chairman of the Governing Body  
Institute of Technology Carlow

October 2018



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## Dr Patricia Mulcahy

President Institute of Technology Carlow

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### Introduction

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Within an increasingly diversified and growing higher education landscape, Institute of Technology Carlow has transformed over the past decade. As we approach our 50th anniversary in 2020, we take great pride in all of our successes and in our increasing contribution to the societies that we were created to serve. Our Institute continues to be shaped by the many talented individuals and groups who have a profound belief in the public value of higher education institutions for the economy, for health and for changes in the lives of citizens and communities.

As we look to the future and contemplate the array of challenges set by our students, society, the economy, technology and Government, we see opportunity. We have already successfully embraced significant change required of a progressive 21st century European higher education provider. There is more to do and we will continue to transform, while remaining true to our core values.

As the landscape of higher education continues to evolve nationally and internationally, we have strategically positioned ourselves to contribute maximally to its direction through this plan for Institute of Technology Carlow as an autonomous entity, 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 appropriately 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.

Our vision for our future is one of depth, breath, diversity, connectedness and responsiveness in all that we do. A higher education provider focused on excellence in all our endeavours; from teaching and learning to research and innovation, from internationalisation to governance and management. A higher education institution that ultimately plays an increasing and meaningful role in the society that gives us life and purpose, and in time, a truly international organisation and leader of society.

It is in this spirit, along with appreciation for the work of the Institute's leadership, faculty and staff, and on behalf of so many outstanding students and graduates, that I thank all for your ongoing commitment, accomplishments and contribution to the work of the Institute. We can look forward to many more successes in the years ahead with confidence.

Dr Patricia Mulcahy  
President  
Institute of Technology Carlow

October 2018

## Where we have come from

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Ireland's South Leinster region boasts a rich heritage of education, of ambition, of imagination and of technological discovery. From Tyndall to Dargan, Haughton to Lonsdale, Shackleton to Parnell and Berkeley to Gray, the region has long inspired creative, innovative and critical thinkers, entrepreneurs and educators. As an ancient seat of ecclesiastical learning spanning fifteen centuries and the home of Ireland's first University accessible to the populace, Carlow has always been a centre of knowledge, scholarship and innovation.

In the 1920s, South Leinster was at the core of Ireland's industrial transformation with some of the country's newest, most modern organisations and high-tech companies locating in the region. To support this economic advance, the region's first technical college opened its doors in Carlow in 1936, in a building provided by George Bernard Shaw. By the 1950s, the region had distinguished itself in collaborating with industry, providing heuristic, work-based and apprenticeship programmes.

As Ireland prepared for membership of the European Union, Carlow was once again at the forefront of this change with the establishment of Ireland's first third level technology-focused regional college in 1970, specifically to harness the area's tradition of education, entrepreneurship, innovation and creativity. It's vision was to provide access to higher education and to internationally-recognised qualifications, supporting the needs of the regional economy, an 'educational and research hub', 'open to all forms of creativity - technological and economic as well as artistic and cultural', 'attractive to students, domestic and international as well as to researchers, academic and support staff'.

At Institute of Technology Carlow, this founding vision still applies. It speaks of opportunity for learners and citizens, openness and engagement, ambition and innovation, values that remain at the core of who we are today.











# Our performance over the 2014 - 2018 Strategic Plan

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The last five years has been a period of significant transformation, growth and success for Institute of Technology Carlow. Since the launch of our 2014-2018 Strategic Plan, our approach has been successful in bringing the Institute to a higher level of performance and impact. Our culture of strategic thinking, planning, review and accountability has been characterised by innovation, visionary initiatives, resource development and widespread connectivity with our immediate constituencies and beyond.

Our achievements under Strategic Plan 2014-2018 have given us a strong sense of accomplishment and pride that is evident throughout the Institute and amongst our stakeholders. We listen carefully to all of our stakeholders and adapt as necessary. Consequently, we know that we are an approachable, responsive, responsible and proactive organisation; and that we learn and work in a positive and inclusive community

While almost doubling in size in terms of faculty and physical infrastructure, we have also inter alia:

- Further developed our academic portfolio in terms of discipline depth, breadth and diversity;
- Emerged as the sectoral leaders in the provision of a lifelong learning continuum across the higher education spectrum and in response to the increasingly diverse range of learner needs;
- Demonstrated increased leadership at regional and national level, focused on delivering value to the country's citizens, the higher education system and the regions we serve;
- Expanded our international and educational partnerships, ensuring that we remain outward looking, while enriching our teaching and learning, informing our research and supporting faculty in building networks and experiences;
- Developed and are further embedding our graduate attributes framework;
- Strengthened our learner and external stakeholder engagement strategies;
- Completed and published detailed quinquennial programmatic and strategic reviews of all faculties, campuses, centres and professional management and support departments;
- Extended delegated authority to additional postgraduate research disciplines;
- Launched and are implementing our new strategy for research, development and innovation;
- Piloted and are reviewing new approaches for blended learning and increased digital capacity;
- Published and are implementing ambitious plans for equality, diversity and inclusion;
- Achieved considerable success under the new national higher education performance framework signifying delivery of national priority policy objectives for development across a broad range of activities.

Today, we are one of Ireland's most learner-centred, connected, innovative and adaptive higher education institutions, an organisation focussed on enhancing public confidence in higher education and securing public support for the core values of higher education.

## And we are only getting started...

## What we are planning for

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We are embarking on an ambitious new stage in our journey – one that will see us lead and evolve once again, in response to the needs of our regions and country. We know that we are operating in a rapidly changing environment. A thriving knowledge-based economy, a growing and altering national population profile, changing expectations of learners, the move to a sustainable low carbon, climate-resilient society and geopolitical shifts, will all influence our journey and will present us with societal, economic, demographic, and environmental challenges requiring a strategic and sustainable approach.

Working with our partner, Waterford Institute of Technology, 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; farsighted enabling legislation; widespread stakeholder support; and a rapidly growing national population, economy and international reputation; we now have the opportunity to create a distinctive, innovative and attractive contribution to the national and international higher education landscape.

Our objective is to develop a learner-centred and connected unitary multi-campus Technological University of South East Ireland with campuses at Carlow, Kilkenny, Waterford and Wexford:

- That acts as a focal point for leadership, innovation and policy direction, connecting our regions internally and externally for maximum economic and social impact;
- That is an education continuum in which we interact with our learners, researchers and collaborative partners throughout their lifetimes, empowering them to respond to their changing goals and needs;
- That has an academic community that increasingly transcends traditional disciplinary boundaries to facilitate the generation of new cross-disciplinary ideas, programmes and research not possible in more traditional faculty settings;
- That has a culture of engagement and innovation that endeavours to ensure no discernible barriers between our campuses and the community.

TUSEI will harness areas of specialisation and competitive strength, building regional capacity and innovation, enhancing human capital, supporting social, cultural and environmental sustainability and acting as a global gateway to attract investment and talent to the region. It will allow us to create new spaces, new organisational forms and new tools for the creation and practical application of knowledge in the region. Our learners will benefit from new opportunities to study, research and live in the region and, as such, society will benefit from enhanced human capital through new businesses, products and services, new employment opportunities, improved societal health and lifestyle, and increased cultural activity. We will seize this opportunity through a co-ordinated regional approach involving higher education, business, government and society, working together to generate a self-perpetuating innovation ecosystem.

In this transition stage as an autonomous Institute of Technology proceeding towards merger and designation as Technological University of South East Ireland, we are engaged in concurrent strategic planning and implementation processes. Both planning processes are therefore aligned and highly integrated. Both will challenge us, stretch us and inspire us. Each will build on our achievements and on our uniqueness and will focus on maximising our strengths, responsibilities and opportunities.

We are proud of our heritage and the heart of our plan remains our commitment to all of our learners, to our staff and to the community. These we will continue to serve by engaging, learning, innovating and leading for the benefit of all.



This is our challenge - this is our  
opportunity - this is our time.









# Our Values

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



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

**Knowledge:** We are dedicated to enquiry and critical analysis, the creation of knowledge, its dissemination and application through our teaching, research and knowledge exchange activities;

**Achievement of Excellence:** We are proud of our professional reputation and celebrate our success in maintaining a proven record of accomplishment and in our ambition to succeed;

**Connectedness:** Our growth is strengthened through nurturing and maximising our internal collaborations and our relationships with the communities we serve. We seek out and foster rewarding partnerships with our local, regional, national and international stakeholders. We encourage diversity and value the contributions made by all our learners, stakeholders and staff to our continuing success in empowering informed and engaged citizens;

**Creativity and Innovation:** We focus on the generation and sharing of ideas aimed at problem solving and providing innovative solutions that add value;

**Ethics:** Robust, ethical principles underpin our purpose and these form a common bond that links each aspect of the learner experience. Mutual trust, respect and inclusion are foremost, and are reinforced by strong governance, clear accountability and high values of integrity.

## Our Mission

**Engage, Learn, Innovate, Lead**

## Our 2030 Vision is to be

**A Leading European Technological University: Inspiring  
Individuals – Transforming Society**

## Our Strategy

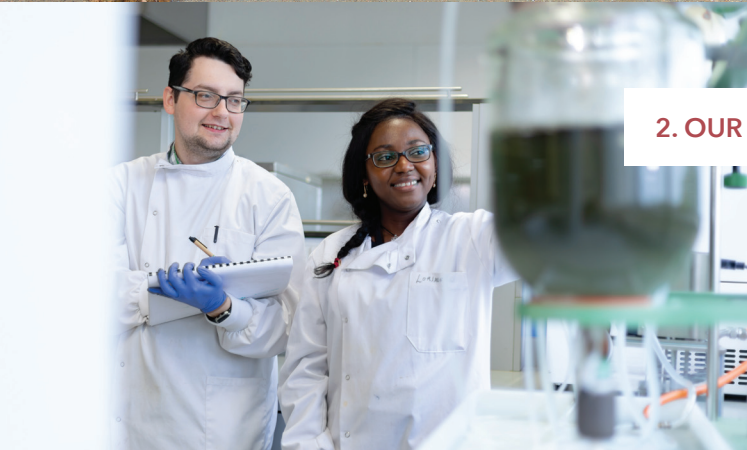
In designing our strategy to 2023, we have drawn on our culture, history, strengths and sense of place regionally and globally. We have built the plan on the success of our 2014-2018 Strategic Goals, informed by societal, economic, demographic, environmental and national policy and have involved all of our learners, staff and stakeholders in the planning process.

Our Strategic Plan for 2019-2023 is built around five strategic priorities, each of which includes a number of high-level goals and key actions as well as a 2023 target.



## 1. OUR LEARNERS

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.



## 2. OUR RESEARCH

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.



## 3. OUR ENGAGEMENT

We will expand our local, regional, national and global partnerships, lead in knowledge creation and application, enterprise creation and socio economic development.



## 4. OUR CAMPUS COMMUNITY

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.



## 5. OUR SUSTAINABLE DEVELOPMENT

We will educate for sustainable development locally, nationally and globally, and we will lead by example.



## Our Learners

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### STRATEGIC PRIORITY 1

A distinctive Institute of Technology Carlow experience delivers a transformative education that is unique in Ireland. Our learners are at the core of what we do. We are dedicated to the creation of an environment where our learners can achieve their full potential, and one in which our graduates are fully equipped to achieve the highest personal and professional standards. We engage with industry and communities, identify gaps in the graduate stream and co-design our programmes and curricula with our stakeholders.

Through our focus on the education and holistic development of the individual, we ensure that our graduates are socially responsible and active citizens. Our graduate attributes are the ultimate learning outcomes for all of our students and they represent the values that we engender in our graduates. Our graduates should be future ready, confident, globally connected and integrous. To facilitate this, their individual Institute of Technology Carlow experience includes a strong emphasis on creativity and self-reflection, innovation and entrepreneurship. Opportunities to both enhance or to develop graduate attributes are provided through both academic programmes as well as through experiential learning, sport, clubs and societies, community engagement and social and voluntary activities.

To keep the learner at the centre of all that we do, we must continue to listen to and meet the changing needs and expectations of our students, inspiring them through our teaching and our support. Our Institute of Technology Carlow Learner Engagement, Retention and Progression Framework will be further developed to support the learner from application to alumnus, expanding our access strategies, enhancing the learner experience, improving retention, progression and completion rates and helping our students to make informed decisions about their careers.

Innovative teaching, learning and assessment involves diversity in strategies, a focus on reflective learning, formative assessment and timely feedback to all learners in order for them to develop their capacity for independent critical thinking, creativity and innovation and ensuring that co-operative, experiential work based education is an integral part of our learner experience.



“ 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. ”





# Our Learners

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## Goal 1: Graduate Attributes

We will maximise the opportunity for the development of Institute of Technology Carlow Graduate Attributes 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 alumni who are ready for life, work and citizenship.

### Key Actions:

- Embed a social responsibility and an outlook that is regional and global in all that we do;
- Enhance opportunities for participation in sport, clubs and societies, community engagement, social and voluntary work, experiential learning and international experience;
- Review all taught and research programmes in the context of Institute of Technology Carlow Graduate Attributes Framework;
- Create an employability statement for all disciplines informed by Institute of Technology Carlow Graduate Attributes Framework by 2020.

## Goal 2: Learner Engagement Retention and Progression Framework

The experience of both prospective learners, existing learners and graduates, will be enhanced through the development and implementation of our holistic Institute of Technology Carlow Learner Engagement Retention and Progression Framework and its accompanying supports.

### Key Actions:

- Further develop and implement the Institute of Technology Carlow Learner Engagement Retention and Progression Framework;
- Place a particular emphasis on the first year experience and supports for students from non-traditional backgrounds;
- Continue to engage with all of our learners with a focus on the student as leader;
- Continue to enhance academic, pastoral and professional services supports for all of our learners;
- Provide progression pathways and opportunities for all programmes;
- Double the number of new industry informed apprenticeship opportunities;
- Double the number of actively connected Institute of Technology Carlow alumni.

## Goal 3: Teaching, Learning and Assessment

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.

### Key Actions:

- Ensure that all programmes include authentic, real world, interactive and collaborative learning;
- Review how the development of transferrable and life-skills are embedded in all of our programmes and aligned with our graduate attributes;
- Review the teaching, learning and assessment strategies of all programmes to ensure that they are suitable, inclusive and equitable to all learners;
- Embrace new and emerging technologies and increase digital capacity and blended learning options on all relevant programmes and cross-campus;
- Develop and implement an integrated Institute of Technology Carlow Roadmap for Blended Flexible and Distributed Learning.





## Our 2023 target

Our Institute of Technology Carlow Learner Engagement, Retention and Progression Framework means that the learner informs and influences all of our activities and also means that we effectively manage the entire engagement with prospective, existing and former students. The learner experience, and in particular the first year experience, has been transformed through enhanced targeted supports and revised teaching, learning and assessment strategies with improved retention and progression rates. Our Institute of Technology Carlow Graduate Attributes Framework is fully integrated into all academic and research programmes and the overall Institute of Technology Carlow learner experience. Our dynamic, socially and environmentally responsible graduates are equipped with transferrable skills and have participated in real world experiential learning. We are delivering a suite of programmes from apprenticeships to doctorates that are relevant, applied and responsive to the rapidly changing needs of society.



# Our Research

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## STRATEGIC PRIORITY 2

Our vibrant and interdisciplinary research community and our core research strengths have been recognised nationally and internationally as being both innovative and relevant to regional and global socioeconomic needs. We foster research talent to stimulate innovative thinking, to develop and transfer ideas into productivity and to influence undergraduate teaching.

At postgraduate level, our culture of research excellence involves research-active staff collaborating with industry, research partners, government and community groups, to identify challenges and make real high level impact through six centres of research and enterprise (CORE) multidisciplinary research teams. Together, these stakeholders are leading through innovation, putting knowledge into action, creating opportunity and building value in the regional economy.

In 2016, the Institute published its Strategic Plan for Research 2016-2020 focusing on research capacity and culture, achieving research impact and developing future research themes and research policy. Much of this plan has already been implemented and targets achieved. As we continue to grow we will build on this success, support our research communities to develop critical mass in our CORE areas, develop strong national and international collaborations and networks and improve our impact.





“ 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. ”



# Our Research

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## Goal 1: Supporting our Research Growth

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.

### Key Actions:

- Actively recruit excellent academic research staff who have a proven track record in delivering measurable and high impact research outputs;
- Develop a research career strategy for staff with a flexible contractual balance between research and teaching;
- Increase administrative, infrastructural and policy supports for our growing research community to help maximise their efforts in securing research funding and performing quality research;
- Develop and launch our Institutional Repository and support the library in its plans to be a trusted partner in the research process for academic staff, research students and other researchers;
- Review, publish and implement our *Institute of Technology Carlow Intellectual Property and Conflict of Interest Policy*.

## Goal 2: Research Culture and Capacity

We will increase postgraduate research enrolments in disciplines aligned to enterprise and other national needs and will maximise the involvement of academic staff in research, informed by the goals of Innovation 2020.

### Key Actions:

Achieve delegated Awarding Authority to level 10 in all CORE areas;

- Double the number of registered postgraduate research students;
- Double the number of postgraduate research enrolments aligned to enterprise and other national needs;
- Increase the number of research active staff to at least 50% of full time academic staff
- Adopt the principles of the 'European Charter for Researchers' and the 'Code of Conduct for Recruitment of Researchers' and achieve the 'HR Excellence in Research' award.

## Goal 3: Research with Impact

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.

### Key Actions:

- Support our research community in increasing research productivity and performance through the publishing and effective dissemination of research outputs, nationally and internationally;
- Maximise the economic impact of our research through commercialisation and knowledge transfer routes increasing employment through the creation of spin out companies and supporting existing emerging businesses in our regions;
- Work with social, economic and cultural partners and community groups in our regions to generate new research partnerships and networks of entrepreneurs and innovators to grow knowledge ecosystems;
- Double the number of research projects carried out in collaboration with industry;
- Target national and European research funding and participate in at least one EU funded research consortia per CORE;
- Double our Institutional research impact.



## Our 2023 target

Our research active staff have significantly increased their research outputs and impact and are contractually facilitated to dedicate their efforts to their research activity. Existing COREs have reached critical mass and continue to grow; facilitating doctoral projects and postdoctoral opportunities in all areas and a number of new COREs have been established. Research infrastructure continues to be developed, administrative, information technology and library information research support is enhanced and there has been a significant increase in industrial, national and European research funding streams.



# Our Engagement

## STRATEGIC PRIORITY 3

At Institute of Technology Carlow, collaboration is in our DNA – the boundaries that can sometimes isolate higher education institutions were never built here and we remain grounded in the heart of our community and our regions. We have an exemplary reputation of working with people outside our Institute, engaging to extend our reach and impact.

High-value, active community, business, research, international and educational partnerships improve access to higher education, ensure that we are outward looking, enrich our teaching and learning, inform our research and allows our students and staff to build networks and experiences for life.

Our leadership role in regional and national development is enabled by exceptional people, partnerships, infrastructure and financial sustainability and is built on the knowledge-based strengths of our organisation, our community and of our regions.

Our Design+ Technology Gateway provides the link that enables our community of learning and research to engage directly with industry and society accelerating the innovation process and moving ideas to implementation and impact.

We recognise that we live and learn in one of the world's most open economies and one of its most welcoming societies and we understand that international experience creates global citizens. International mobility brings in new educational and research ideas, creates intercultural opportunities, and long lasting partnerships and internationalisation equips students and staff to collaborate across cultures and to understand and act on global issues.

Over the next 5 years, we want to take collaboration to a completely new level.





“ We will expand our local, regional, national and global partnerships, lead in knowledge creation and application, enterprise creation and socio economic development. ”

# Our Engagement

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## Goal 1: Supporting our Research Growth

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.

### Key Actions:

- Develop and implement our Institute of Technology Carlow Engagement Strategy with industry to provide opportunities for knowledge transfer and to achieve increased industry funding of applied research at the Institute;
- Increase the output of economically relevant knowledge, know-how and IP capture through strengthening of institutional outputs delivered through our technology transfer and enterprise support activities and among researchers;
- Become the global gateway for South Leinster to enhance investment in the region and develop and grow targeted economic clusters ;
- Target interventions to assist innovators, entrepreneurs, SMEs or entire communities to develop their skills and abilities with a view to providing greater levels of economic growth and employment as well as fostering competitiveness;
- Increase number of spin-outs established by 40%, project agreements with industry to increase by 20% and commercially relevant technologies by 20%;
- Establish structures to exploit knowledge exchange and collaboration opportunities, and encourage staff to engage in such activities;
- Develop entrepreneurial regional hubs and ecosystems to create real economic value.

## Goal 2: Collaboration in Education

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.

### Key Actions:

- Continue to develop our relationship with Carlow College, St. Patrick's to achieve local synergies for the benefit of our communities;
- Using the exemplar of our strategic collaboration with the Irish Defence Forces, engage further in joint awarding/collaborative partnerships within a wider disciplinary area, thereby enhancing programme offerings to meet with regional, national and international developing requirements;
- Ensure that all joint awarding/collaborative programme offerings have postgraduate progression opportunities;
- Support all of our collaborative partners in working to our quality systems in teaching, learning, assessment and research;
- Develop at least one new transnational collaborative programme in each faculty.

## Goal 3: Leading the Region

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

### Key Actions:

- Continue to make a substantial contribution to the future skills agenda;
- Play an active role in influencing regional governance and regional/ local development including entrepreneurship development;



- Increase our work with a broader variety of public, private and voluntary organisations creating more employment opportunities for our students;
- Support economic and social entrepreneurship development in schools through networking and broader engagement;
- Increase external learner engagement through President's volunteer awards and work based learning;
- Develop strong networks of engaged alumni who act as ambassadors for the Institute and who support teaching, learning and research by contributing time, expertise and support.

## Goal 4: Global Connections

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.

### Key Actions:

- Develop and implement the Institute of Technology Carlow Internationalisation Strategy ensuring that all of our programmes embed an international dimension, approach and perspective;
- Grow our numbers of international students to 15% by 2020 and support them in becoming a full and integral part of our institute community;
- Increase our participation in Erasmus+ and provide other short term study and work placements abroad;
- Increase international staff mobility with at least 1 Fulbright scholarship application by each academic department;
- Research COREs to develop strong and active international collaborations.

## Our 2023 target

We are the global gateway to the South East and, because of our targeted engagement strategy, are the central partner in a number of high value technology based industry clusters across the region.

We are the focal point for third level engagement with employers, driving innovation and entrepreneurship. As the 'go-to partner' for local and regional industry and community groups, we support a number of entrepreneurial hubs and ecosystems of significant socioeconomic benefit to our regions.

We collaborate with national and international education partners in the delivery of our accredited programmes. Our increasingly global student body benefits from an international curriculum and work and study abroad opportunities are an integral part of all programmes.

Our researchers regularly work internationally and we have a number of Fulbright scholars working on campus.





# Our Campus Community

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## STRATEGIC PRIORITY 4

Our learner centered culture and ethos are shaped and defined by our people and our environment and all of our stakeholders regularly acknowledge this. Our staff are a vibrant and talented community of dedicated people operating across a mix of disciplines and professions with a deep sense of belonging to and pride in the Institute. We continuously demonstrate quality through a strong and benchmarked focus on quality and academic excellence, openness, equality, diversity and inclusion.

Fundamental changes to our organisational design, structure and governance will be required to support and further enable our continued successful transition to a larger, more complex and impactful higher education provider that offers our staff and students the best possible experience.

Through all of this, we must keep sight of and protect those things that make us who we are.

As we reconfigure for change we will create the conditions to allow our community to flourish and play their role by fostering an inclusive culture that values experience and commitment, provides professional development opportunities and enables all Institute personnel to thrive. We will continue to manage and develop our physical places and spaces, our virtual environment, our financial security, our intellectual resources and our environmental sustainability. We will continue our capital investment programme and the development of our digital infrastructure supporting our multi-campus community.





“ 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. ”



# Our Campus Community: how and where we work

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## Goal 1: Our Staff

We will continue to attract, develop and retain the very best people, nurturing talent, offering equal opportunities to career progression and celebrating achievement.

### Key Actions:

- Complete the Professional Management and Support Departments reviews and the implementation of resulting operational plans;
- Continue to prioritise and support the Continuous Professional Development of all staff through the publication of an Institute of Technology Carlow Career Development Framework;
- Review staff recruitment, induction and integration policies and processes;
- Continue to support staff undertaking L10 qualifications to achieve our target of 55% of academic staff being qualified to L10 by 2023;
- Enhance internal staff communications and implement the staff internal portal project;
- Promote and develop our policies and training on workplace health, safety, physical and mental health and wellbeing.

## Goal 2: Our Physical Infrastructure

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

### Key Actions:

- Complete the South Campus development, the new Applied and Health Sciences Building, the Learning Resource Centre extension and the new Wexford Campus;
- Develop plans and secure funding for the new Engineering and Information Technology Building and the Administrative Building;
- Further develop the strong collaborative relationship with Wicklow County Council and the Wicklow County Campus;
- Explore and establish a co-operative relationship with Kilkenny County Council towards meeting their needs and aspirations for enhanced higher education provision in Kilkenny;
- Ensure greater awareness of and access to our facilities amongst key regional and community stakeholders;
- Optimise our river side vista on the Carlow campus;
- Continue to invest in state of the art technology to support all of our activities and services.

## Goal 3: Our Culture of Inclusion

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.

### Key Actions:

- Implement the recommendations of the Expert Group on Gender Equality in Higher Education (2016) and of the National Taskforce on Gender Equality in Higher Education (2018);
- Publish and implement the actions outlined in the Institute of Technology Carlow Gender Equality Action Plan, 2018;
- Achieve both an Institutional Athena SWAN Bronze Award and individual Department Bronze Awards;
- Continue to build our presence in our local communities at all of our locations, supporting sport, cultural and artistic activities.

## Goal 4: Organisational Governance and Structures

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

### Key Actions:

- Implement the THEA Code of Governance for Institutes of Technology (2018);
- Continue to operate high-quality, transparent and strategic financial planning and further diversify and develop income streams;
- Improve engagement and support services so that learners enjoy equivalence of experience across all campuses and locations;
- Review our academic structures encompassing faculties, departments and research units;
- Review our Professional Management and Support Departments to ensure that they are structured, resourced and have the capacity, to support further growth;
- Continue to demonstrate consistent improvement in operational excellence and the use of information and analytics in evidence based decision making;
- Participate annually in U-Multirank to assess and benchmark our performance in teaching and learning, research, knowledge transfer, international orientation and regional engagement;
- Develop and launch the Institute of Technology Carlow Communication Strategy.



### Our 2023 target

Our leaders, academic and professional management support staff are highly qualified, connected and engaged across our multi campus technological university structure.

We are recognised for the quality of all of our operations and are leaders in best practice in equality and inclusivity in higher education in Ireland with Athena SWAN Bronze accreditation achieved by each Department.

We are a national leader in management and delivering estates services. Our new Learning Resource Centre extension includes tailored spaces designed to meet the teaching, learning and research needs, our Applied and Health Sciences building and new Wexford Campus facilities are fully operational, work with Wicklow County Campus and with the Irish Defence Forces has expanded and we are playing a central role in new higher education provision in County Kilkenny. Our Carlow campus makes full use of its riverside vista and we are the higher education provider of choice for students from the South East, Mid East and Midlands.



# Our Sustainable Development

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## STRATEGIC PRIORITY 5

As a globally engaged organisation, we recognise our responsibility to educate for sustainable development, strengthening the capacity of individuals, communities and countries to make judgements and choices in favour of creating a sustainable and resource efficient economy, founded on a fair and just society, which respects ecological limits.

We are committed to the principle of equal access to life-long education and continue to facilitate increased participation, particularly from under-represented groups, through the provision of enhanced opportunities and supports and the development of new pedagogical tools and pioneering equitable and innovative pathways. We provide an inclusive learning environment where difference is not only accommodated, but is actively built into and part of policy and practice. Lifelong Learning is transformative at an individual level but also at a collective societal level, whereby learning facilitated through a dialogical process offers a deep understanding that exposes structural inequalities triggering social change through collective action.

Our graduate attributes programme places a particular emphasis on equipping our students with the knowledge, skills, attitudes and values that will motivate and empower them throughout their lives to become informed active citizens who take action for a more sustainable future.

As our multi location and online presence continues to grow we will lead by example and provide a campus where learners and staff can see and experience the future of our society, their field of learning and a sustainable environment - one in which they can understand how their individual life choices and career impacts and integrates locally and globally.







“ We will educate for sustainable development locally, nationally and globally, and we will lead by example. ”



# Our Sustainable Development

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## 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 regions by linking economic development, protection of the environment, human rights and social justice.

### Key Actions:

- Maintain our National Access Plan for Equity of Access to Higher Education new entrant numbers by further developing, implementing and maintaining non-standard entry routes, promoting recognition of prior learning, working with DEIS schools and ETBs and by identifying barriers to education and implementing appropriate solutions;
- Use a variety of pedagogical techniques that promote active and participatory learning and the development of key dispositions and skills;
- Strengthen our position as market leader of lifelong learning provision through our continued effective response to the needs of our enterprise, public service and community sectors;
- Achieve a target of 40% of our learners being part time;
- Continue to lead the skills agenda with our Regional Skills Fora partners;
- Continually enhance the skill base of the workforce, by extending opportunities for Springboard and participation in other national initiatives, to ensure a strong talent pipeline which combines knowledge, skills and employability and responds to identified skills deficits;
- Review the extent of provision in all of our modules, programmes and research activity in areas relating to sustainable development and adopt a holistic and cross disciplinary approach to introduce principles of sustainability on all programmes;
- Provide opportunities for all of our staff to upskill in relation to educating for sustainable development.

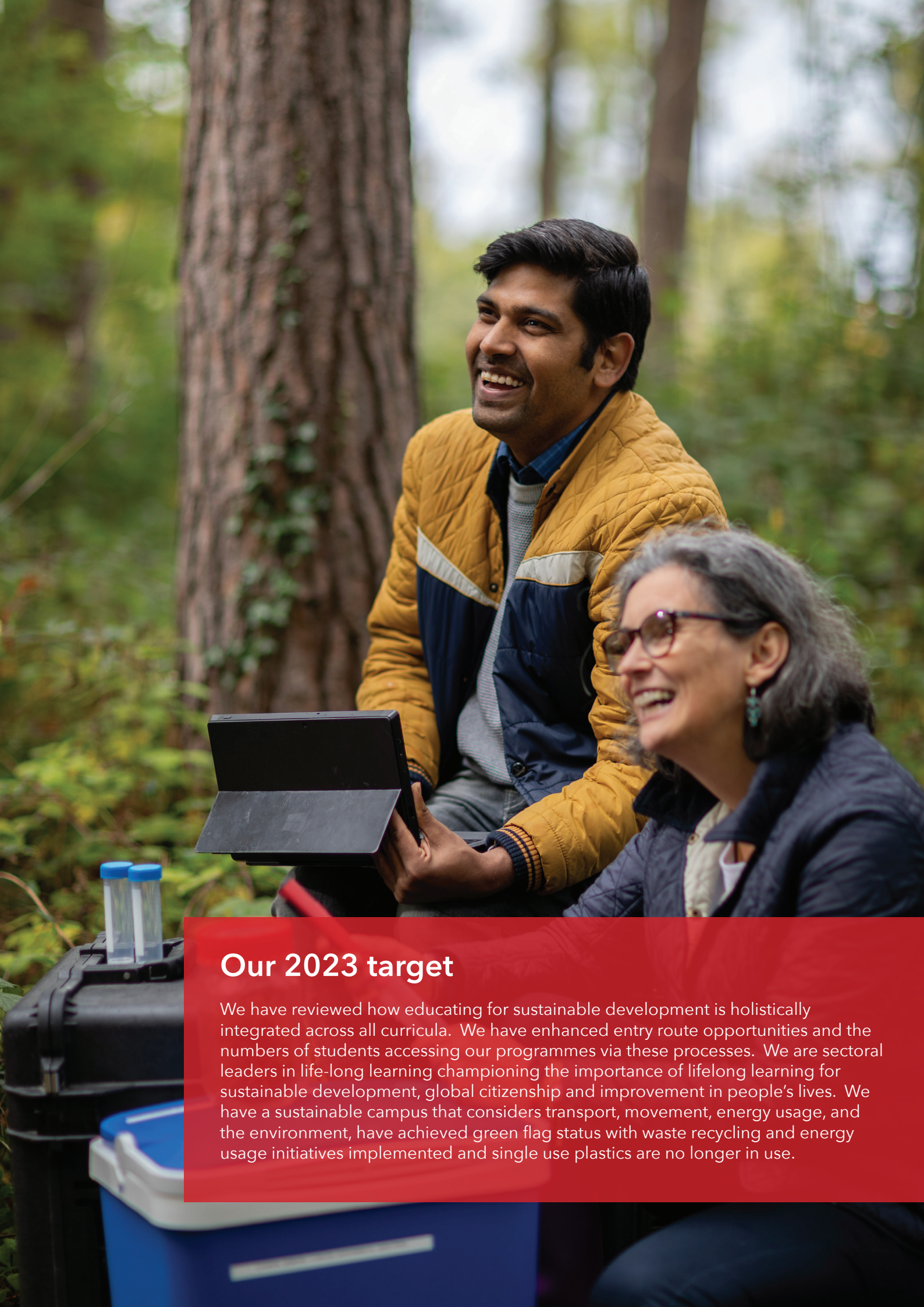
## Goal 2: Sustaining our Environment

We will be an exemplar of positive change, orienting our communities towards sustainable development by ensuring our own sustainable development through the adoption of a whole institute approach to sustainability and a continuous process of infrastructural, economic, environmental and social change aimed at creating a smarter sustainable campus community at all of our locations.

### Key Actions:

- Make environmental awareness an intrinsic part of the life and ethos of our campus as part of a whole institution approach to sustainability at third level;
- Ensure sustainable infrastructural developments at all of our locations and continue our process of upgrading the energy efficiency of existing infrastructure;
- Maintain our Third Level Education Best Performer status for the continuous reduction of energy consumption by the identification and development of cost effective energy saving programmes across the Institute;
- Promote and support sustainable travel patterns among students and staff at all of our locations;
- Develop and implement an Institute of Technology Carlow Waste Management and Recycling Strategy;
- Achieve green flag status.





## Our 2023 target

We have reviewed how educating for sustainable development is holistically integrated across all curricula. We have enhanced entry route opportunities and the numbers of students accessing our programmes via these processes. We are sectoral leaders in life-long learning championing the importance of lifelong learning for sustainable development, global citizenship and improvement in people's lives. We have a sustainable campus that considers transport, movement, energy usage, and the environment, have achieved green flag status with waste recycling and energy usage initiatives implemented and single use plastics are no longer in use.



# Institute of Technology Carlow in 2030

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As a leading European Technological University, we continuously advance knowledge development and application through our progressive teaching, learning, research and engagement philosophy and practices. We are innovative, socially progressive and we positively impact on the lives of our learners, staff, stakeholders, and society.

Our talented and ambitious learners come from, and are based, all around the world. We enjoy a fully integrated and inclusive learning environment at all of our physical and virtual campuses with accessible and established progression routes, from apprenticeship to doctorate. A distinctly global perspective permeates all of our activities and our focus on quality, on inspiring ambition and on our unique

graduate attributes framework, means that our graduates are the country's most sought after societal and economic contributors.

The strength and scale of our research impacts across engineering, science, technology and the social sciences and inspires the creation, dissemination and application of knowledge, making a real difference to the social, environmental, and economic well-being of our communities and the wider society. We lead European research consortia and networks and are the regions research partners of choice.

We are leaders in innovation, collaboration and engagement, building impactful relationships and driving socioeconomic and cultural development. Our academic and research



staff, learners and employers collaborate on the design and delivery of all programmes and these relationships directly influence our teaching and research. Our multi-campus locations are at the heart of, and are drivers of growth in, thriving entrepreneurial local economies.

Our regionally distinctive campuses, based in the University towns and cities of Carlow, Kilkenny, Waterford and Wexford are vibrant, connected, socially engaged and accessible. They meet student and staff expectations, championing collaboration and fully integrating into our communities. We have successfully implemented a major campus master plan and invested in our physical, digital and support infrastructure, delivering on our commitment to a learner

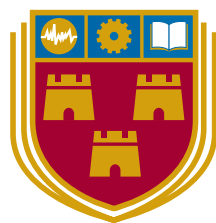
centred University. Our commitment to equality, diversity and inclusion eliminates boundaries and ensures equivalence of opportunity for all.

We are a carbon neutral organisation, leaders in sustainability, with environmental innovation as core practice and behaviour. Our actions are influenced and informed by the United Nations Sustainable Development Goals and are designed to achieve a sustainable future for all. We balance environmental, social and economic considerations in decision-making and recognise the inalienable rights, dignity and equality of every person.

Thanks to all of our learners, colleagues and friends who appear in this document







INSTITUTE *of*  
TECHNOLOGY  

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