

2009
2014

Higher Education
Innovation
Civic Engagement

Bringing
Knowledge and
Know-how to Life

Strategic
Plan

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Strategic Plan
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Foreword

On behalf of the Governing Body of the Institute of Technology Tallaght, Dublin, I welcome you to the publication of our Strategic Plan 2009 – 2014.

This publication replaces the last strategic plan for the period 2005 – 2008. I congratulate the management and staff on the successful achievement of the targets and objectives of that plan.

The Institute continues to see incremental student registrations in all disciplines and modes of study. This strategic plan will support the increased level of activity in the Institute, including the introduction of new and innovative academic programmes that address the demands of both students, employers, industry and the community. Our successful part time programme plays a key part in achieving this objective. New teaching and learning models will continue to be developed to further enhance the student experience and assist them to meet their educational goals.

The Institute continues to promote the widest possible participation in education as well as attracting students from the immediate region. Over eighty per cent of full time students come from the main Dublin and South Dublin County postal districts and ten percent of this cohort is mature students. These figures reflect the relationship the Institute has developed with schools, employers and communities in the region who see the Institute of Technology Tallaght as their preferred third level college.

Equity in education provision is a core value of the Institute. Its innovative ACCESS initiatives are targeted at providing educational opportunities for people who may have thought themselves unable to enter the third level education system. This and similar initiatives reflect the Institute's desire to serve all the citizens in the region.

The Institute continues to successfully compete for significant research funding awarded by the main State organisations and is currently a leader in this regard in the Institute of Technology sector. Alliances have been developed with Tallaght Hospital (AMNCH) as well as other research and knowledge based organisations nationally and internationally.

The Institute's staff is committed to providing excellent academic programmes and student centred supports to all our stakeholders in the region.

On behalf of the Governing Body I wish the Institute every success as they embark on the next phase of their development as presented in this plan.



Tom Clarke

Chairman of the Governing Body

Introduction

This is the institute's third strategic plan. Unlike previous plans it has been developed against a backdrop of global recession and national fiscal distress. The plan will enable us to remain steadfast in our values and focused on our goals at a time when higher education is particularly important to the socio-economic recovery of the region and the country as a whole.

I fully endorse the plan and urge our many campus audiences – students, staff, alumni, and the regional and other communities that we serve – to become familiar with how ITT Dublin intends to develop over the next 5 very challenging years.

Our resources will come under increasing pressure in the short-term. However, we will continue to endeavour to equip our graduates with the knowledge, skills and understanding required by them to become life-long learners and to manage and further their careers.

We have a highly diverse student population that challenges us in terms of teaching and learning models and student support systems. However, diversity also brings a lot of added value. It exposes ITT Dublin students to a variety of cultures and social mores that are now identified as being critical to modern businesses operating in a global marketplace. We want to create graduates that not only become active citizens within Ireland but also on a world stage.

We are currently working closely with government agencies on our campus development plan. Our next development phase of new engineering, hospitality and multipurpose buildings remains on target for completion in 2012. When ready, these buildings will represent state of the art facilities that will enhance the student experience at IT Tallaght.

We recently have undergone a number of national and international audits and have passed all with commendation. These audits provide independent validation of our efforts to ensure public confidence in our governance and in the quality of our programmes and graduates.

I offer my sincere thanks, compliments and gratitude to all of the stakeholders who helped shape this plan and chart the way forward for the next 5 years.



Patrick J Mc Laughlin BSc MSc CENG FIEI MIET

President

1. Mission and Vision

1.1. Mission

The mission of the Institute of Technology Tallaght is to be the centre of higher education and knowledge creation within South Dublin County and its environs, to broaden participation in higher education in the region, to be recognised as a leader in supporting research and commercial innovation, and to assist in the advancement of the economic, social and cultural life of the region. The Institute will:

Career Focused Higher Education

- Offer a range of relevant and flexible learning opportunities, which are career focused, within a professional and supportive learning environment
- Provide increased lifelong learning opportunities commensurate with the career requirements of those living in the region and the developmental needs of business, industry and society
- Promote equality of access and opportunity to widen participation and facilitate all learners in achieving their potential
- Cultivate a range of national and international partnerships and initiatives to advance the role and core activities of the Institute and the region

Research, Innovation and Enterprise

- Serve as a leading centre for the advancement of research, commercial innovation and enterprise development within the region

Civic Engagement

- Implement civic engagement initiatives to increase opportunities for, and maximise participation of, all citizens in the development of the region.



1.2. Values

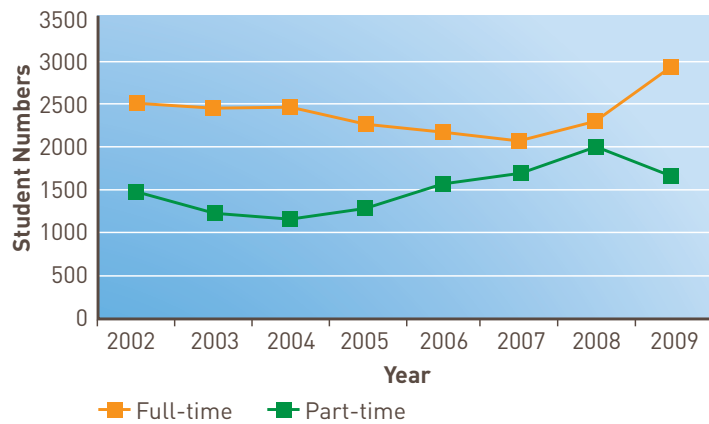
Institute of Technology Tallaght will **ASPIRE** to build the best higher education institution it can through fostering and encouraging a core set of values across all the activities of the Institute. The Institute will:



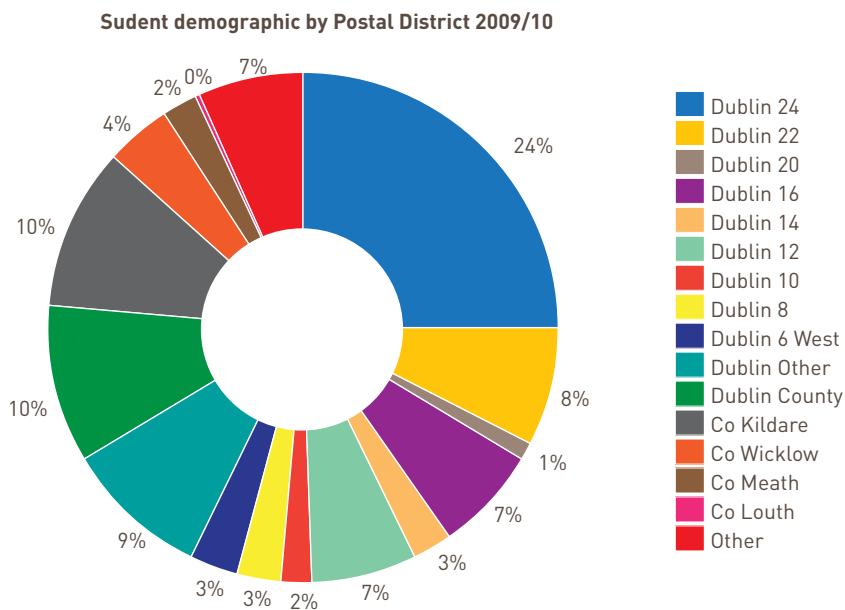
1.3. Institute Profile

Institute of Technology Tallaght (ITT Dublin) is the sole higher education institution in South Dublin County. The county is one of the most densely populated and highly industrialised regions in Ireland. ITT Dublin is a key driver in the development of the region and works closely with regional and national partners for that purpose. The role of the Institute within the region is to:

- Provide learners with higher education opportunities from Level 6 to Level 10 on the National Qualifications Framework (NQF)
- Widen participation in higher education
- Create career ready graduates for business, industry and society
- Provide comprehensive lifelong learning opportunities for the region
- Provide educational supports to business, industry and society
- Engage in research, innovation and enterprise development
- Contribute to social, cultural and economic development
- Enhance internationalisation and integration within the region



The student population of the Institute is over 4,600 (full-time and part-time). ITT Dublin attracts students from a wide area of Greater Dublin and surrounding counties and is the Institute of choice for students in the immediate catchment areas of Tallaght and Clondalkin.



- Over 78% of enrolled students live within this immediate catchment area
- Over 22% of students come from the combined Dublin Metropolitan and greater Dublin area, including Counties Kildare, Meath and Wicklow.

Educational Philosophy

ITT Dublin's educational philosophy is that learning should inspire and empower the individual through the creation of independent and reflective thinking driven by a healthy capacity for critical analysis, the development of knowledge, know-how, skill, competence and literacy for lifelong learning, in a vibrant and inquiring learning environment.

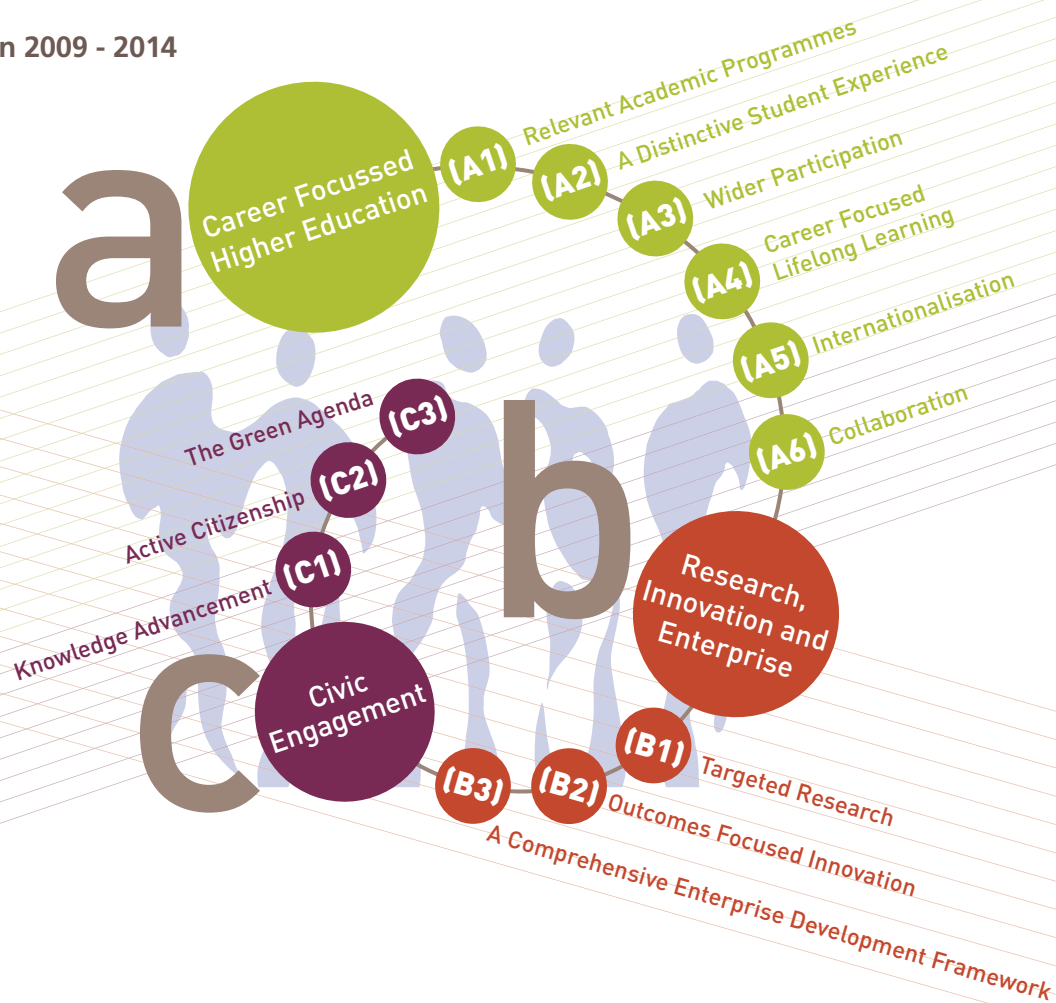
1.4. Vision 2009 - 2014

ITT Dublin will deliver on its mission over the next five years through the three thematic areas of:

- (a) Career Focused Higher Education,
- (b) Research, Innovation and Enterprise and
- (d) Civic Engagement.

To achieve the Institute's vision for the next five years in these thematic areas, a parallel range of organisational initiatives will be implemented to ensure that institutional capacity matches ambition.

Vision 2009 - 2014



The guiding vision for the future is supported by a set of more detailed objectives outlined in section 2. Some of the themes and their supporting objectives build on the foundation of the previous strategic plan and the Institute's successes to date while others represent new or relatively new areas of focus

In developing a strategy to deliver on these goals, and, in light of changing national and international parameters, the Institute recognises that it must continue to engage and strengthen its partnerships with other higher education institutions nationally and internationally and must develop inter-institutional strategic alliances to deliver on its mission and to ensure that it remains a key provider of relevant higher education to the region.



2. ITT Dublin's Strategy

ITT Dublin's strategic plan 2009 to 2014 is focused on three key thematic areas, which reflect the broad mandate of roles which a major higher education institution must fulfil in its region:

- **Career Focused Higher Education** – this theme will focus on the continued development of the core educational activities of the Institute as set out in the previous strategic plan which places the excellence of our service to our students at the centre of the strategic planning process
- **Research, Innovation and Enterprise** – the development of this theme within the timescale of this plan envisages the strengthening of the continuum of initiatives from research through innovation to enterprise development with an emphasis on the impact of our activities on the economic growth of the region
- **Civic Engagement** – the inclusion of civic engagement as a major new thematic area in our strategic planning is a reflection of the recognition by the Institute of the importance of the role it plays as a leader in the socio-economic development of the region

In conjunction with these, the Institute will implement a range of strategic organisational initiatives under the general banner of:

- **Enabling ITT Dublin's Vision** – the Institute will ensure through these initiatives that the ambitions set out under the three thematic areas above are matched by an equal development of the capacity of the Institute to deliver to its targets.

Each of these strategic themes is divided into a set of goals as described below, and accompanied by a set of high level objectives. Each objective is supplemented by a more detailed set of supporting actions, which are outlined in the Institute's detailed strategic implementation plan. The high level objectives set out in this plan will also be supported by detailed operational plans within the schools and functional support areas.





2.1. Career Focused Higher Education

Six strategic goals were identified under the theme – **Career Focused Higher Education**.

A1: Relevant Academic Programmes

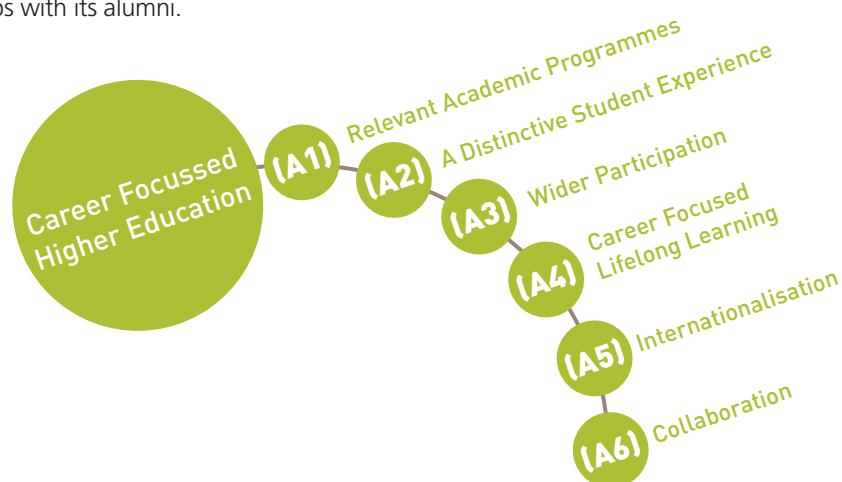
ITT Dublin programmes will meet the needs of the region and support the creation of a “smart economy”. Career focused skills and industry and community relevance will be emphasised in programme design and delivery. The programmes will be attractive to all categories of students, designed to create a career ready graduate, delivered to the highest international standards of effective teaching and will support high student achievement and the development of an independent learner. A culture of continuous improvement will be promoted across programme development and teaching and learning activities. ITT Dublin graduates will be recognised not only for the quality of their academic qualification but also for the career enabling nature of their education; they will be innovative, independent learners, and possess a set of transferable skills. They will be recognised by, and sought after to fulfil the needs of regional business, industry, the wider economy and society.

- Maintain and develop a relevant programme offering
- Develop high standards of quality across programmes and teaching activities and support the learning and progression of students
- Introduce common programme characteristics to support the holistic development of the individual and a career ready graduate
- Invest in focused recruitment strategies

A2: A Distinctive Student Experience

ITT Dublin students will experience a dynamic, personalised, student-centric, learning atmosphere, in which they are encouraged to learn effectively and develop personal initiative and life skills to support their holistic development and achieve their ambitions and full potential. The Institute will create an environment where the academic, personal, social and emotional development of the student is encouraged and enriched through the promotion of an ethos where respect, care and concern are both individually and collectively acknowledged and developed.

- Provide a healthy and enjoyable environment for students through a broad range of cultural, leisure, sporting and recreational activities.
- Develop the range of academic, pastoral and support services to students.
- Maintain and develop relationships with its alumni.



A3: Wider Participation

ITT Dublin will continue to be an open and accessible Institute and will enhance participation in higher education by students from its region, ensuring they achieve their potential. The Institute will make particular efforts to widen participation for those students from backgrounds traditionally underrepresented in higher education. It will meet its targets in support of the HEA National Plan for Equity of Access to Higher Education through a range of supports and activities for learners including pre-entry activities alternative entry mechanisms and post-entry supports.

- Maximise higher education opportunities for underrepresented groups through a series of focused initiatives
- Promote equality training and recognition of good practice

A4: Career Focused Lifelong Learning

ITT Dublin will provide comprehensive and flexible learning opportunities, which are career orientated, to support greater participation in lifelong learning both regionally and nationally. In particular, the Institute will contribute to the regional economy by increasing the skills and competencies of the workforce and those seeking to join or return to the workforce.

- Promote access to Lifelong Learning opportunities
- Consolidate position as a leader in lifelong learning and workforce development

A5: Internationalisation

The Institute will continue to internationalise its campus, programmes and activities and encourage student mobility to support a more diverse student experience. It will engage proactively with international partners, promote and market the Institute abroad, and provide a welcoming and supportive environment for its diverse student population, with particular supports for those travelling from other international countries.

- Celebrate and support student diversity
- Support student and staff mobility to enhance the ITT Dublin experience

A6: Collaboration

ITT Dublin will leverage synergies of scale by collaborating with other higher education institutions regionally, nationally and internationally. In particular, the Institute will establish strong inter-institutional strategic alliances.

- Establish a framework of inter-institutional collaboration and co-operation
- Develop the Dublin Regional Higher Education Alliance, Eastern Regional Alliance and Ioti
- Establish partnerships with international higher education institutions

b

2.2. Research, Innovation and Enterprise

Three strategic goals were identified under the theme – **Research, Innovation and Enterprise**.

B1: Targeted Research

ITT Dublin will support targeted research in designated priority areas, which will act as a significant resource for regional and national industry and contribute to the success of the knowledge economy. The Centre for Applied Science for Health is recognised as a national research centre of excellence; the Institute will consolidate and build on this strong position. ITT Dublin will develop strength and depth in its research capacity and will consolidate other Institute research priorities into a second major thematic research area during the period of this plan.

- Build research capacity and capability
- Consolidate and build on research priorities
- Enhance infrastructure and sourcing of funds to ensure the future growth and development of research in a structured and sustainable manner

B2: Outcomes Focused Innovation

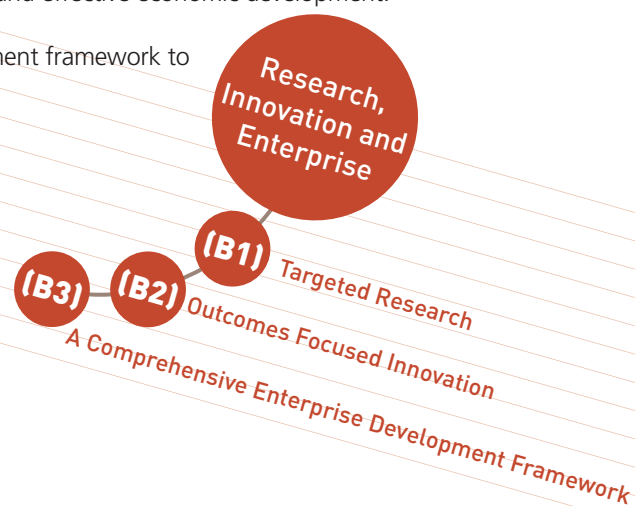
ITT Dublin will strengthen its position as a hub for the advancement of commercial innovation within the region. It will collaborate with research funding partners and other institutions to create a comprehensive innovation support framework for industry. This will include facilities, equipment and innovation management services. It will exploit its research expertise and capabilities to progress commercial innovation in partnership with industry and other Higher Education Institutions. It will also provide design, development and validation services, within its areas of expertise, to those engaged in applied research and innovation regionally and nationally.

- Establish the Institute as a regional hub supporting innovation
- Exploit expertise within the Institute's research priorities to support innovation
- Develop and promote a comprehensive innovation support framework

B3: A Comprehensive Enterprise Development Framework

The Institute will serve as a leader in supporting the advancement and growth of knowledge based enterprise through the provision of a comprehensive enterprise development package including facilities, equipment, and business development support. It will actively engage and collaborate with business, industry and their representative groups to support structured and effective economic development.

- Develop and promote a comprehensive enterprise development framework to help build Ireland's entrepreneurial economy



2.3. Civic Engagement

Three strategic goals were identified under the theme – **Civic Engagement**.

C1: Knowledge Advancement

The Institute will be a leading resource for knowledge advancement and dissemination. It will provide expertise and advice within its spheres of competence, allowing business, industry and the community to participate in, and leverage, advances in knowledge, process, business, technology, science and the arts.

- Encourage and promote the use of the Institute as a leading regional resource for knowledge advancement and dissemination

C2: Active Citizenship

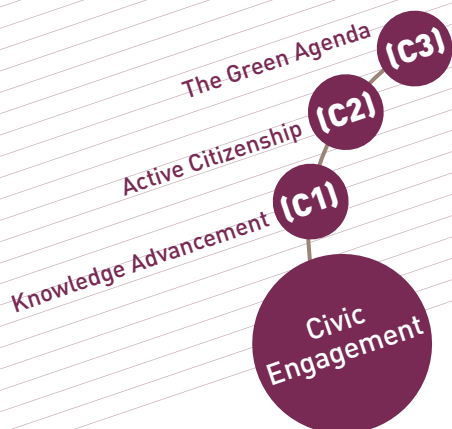
It will support the concept of civic engagement by facilitating all students, staff and citizens to engage in activities which support a fairer and more balanced region. It will promote dialogue and action on pertinent issues, enhance the knowledge and skills of the community and contribute positively to the life and profile of the regional community.

- Support and embed the concept of active citizenship in regional society

C3: The Green Agenda

The Institute will actively engage in and collaborate with regional society (business, industry and the community) to support an environmentally friendly region and will develop an energy efficient and environmentally friendly campus. It will collaborate nationally and internationally on initiatives to support sustainable and renewable energy.

- Encourage and promote an environmentally friendly campus and society
- Develop and support the innovative application of energy-efficiency



2.4. Enabling ITT Dublin's Vision

Four initiatives were identified for development under the banner - **Enabling ITT Dublin's Vision**

1. A Recognised Brand and Offering

ITT Dublin will align its marketing activities with the mission and vision of the Institute. It will implement a marketing strategy, supported by the strategic objectives of the Institute. The Institute will actively engage with all internal and external stakeholders to increase awareness of ITT Dublin's activities and areas of expertise. The marketing strategy will communicate a clear and consistent brand identity; recognised regionally, nationally, and internationally. The Institute will further develop its national and international partnerships to support the achievement of the Institutes vision, with the marketing strategy as an integral component of the Institute's overall strategy.

- Develop a cohesive marketing function and marketing strategy to promote the Institute regionally, nationally, and internationally
- Promote the Institute nationally and internationally as a Centre of Excellence within its spheres of competence and as a regional hub for building higher education and knowledge
- Elevate communication amongst internal and external stakeholders

2. A Cohesive Team

ITT Dublin will develop its staff as they undertake their professional role in the planning, and delivery of activities to meet the Institute's mission. It will continue to develop its highly motivated and qualified staff to: contribute to the development of the teaching and learning environment; inform curriculum design and assessment strategies; fulfil the research strategy; and, ensure that the organisational structures provide high quality services. The management team will guide the development and implementation of this strategy and provide leadership across the major strategic themes. Staff development is a shared responsibility of the individual and the Institute, and individuals must take personal responsibility for keeping abreast of trends within their area. Staff will be aware of the range of ITT Dublin's offering and, where appropriate, act as ambassadors for the Institute.

- Develop the Institute people and teams
- Enhance staff communications and embed a culture of support, personal and professional development
- Enhance the learner and stakeholder relations

3. A Modern Campus

The Institute will develop a modern campus in line with its Campus Master Development Plan which supports a distinctive student experience, an attractive and accommodating learning environment and provides the appropriate infrastructure to support research and innovation activities.

- Continue to develop the physical environment
- Operate the campus in a manner that is safe and fit for purpose

4. An Effective and Accountable Organisation

Effective organisational structures, processes and procedures will support the ability and capacity of the Institute to deliver on the priorities of this plan. The Institute will ensure targeted management of available resources. Strategic and operational activities will continue to be supported by appropriate metrics and reporting, strong performance and risk management systems, and sound oversight structures.

- Develop flexible organisational structures to deliver efficient and effective levels of service to students
- Embed the principles and processes of good industrial relations through consultation and information sharing with staff
- Introduce a system of internal reporting that focuses on the application, utilisation and performance of scarce resources to deliver strategic objectives



3. External Environment

3.1. The National and International Higher Education Context

Higher education through teaching and learning, research, social inclusion and lifelong learning delivers important national goals and is well recognised as a significant factor in the Irish economic success story of recent years. In the past decade, changes to national and international policy, structures, legislation, funding mechanisms, quality assurance and accountability requirements have fundamentally altered the landscape in which higher education institutions operate. National education and economic policy¹ expressly states that education and knowledge creation is pivotal to Ireland's future competitiveness. New and ongoing challenges include:

- Increased competition across the higher education sector
- The globalisation of higher education
- The need to enhance and support lifelong learning
- The need to respond to the needs of industry and the knowledge economy
- The current economic environment and the funding challenge

The recent government publication *Building Ireland's Smart Economy: A Framework for Sustainable Economic Renewal* focuses on a framework to address the current economic challenges, by directing resources to hasten economic renewal while getting greater return on investment through collaborations and shared services. The Annual Competitiveness Report (2008) highlights Ireland's limited progress to date towards targets set out in the *Science Strategy*² including spend on R&D and number of researchers. Enterprise Ireland³ emphasises partnership and regional collaboration and continues to financially support Institutes of Technology in developing applied research capability in areas of strategic relevance to local industry. It outlines an approach, in conjunction with the HEA, to assist the Institutes of Technology to:

- Build research strength in the IoTs that is of high quality and of relevance in a regional context
- Create flexible processes to direct expertise to local industry to help address technology challenges and to access the benefits of new knowledge
- Continue to support the development of the appropriate physical infrastructure to support this process building on the significant investment to date in incubator facilities
- Strengthen the Intellectual Property management and commercialisation function in the IoTs.

With Dublin chosen as European City of Science for 2012, this will provide a "platform to showcase the best of science and research being carried out in Ireland across all disciplines".



¹ National Development Plan 2007 – 2013; Strategy for Science, Technology and Innovation 2006 – 2013; OECD Tertiary Education for the Knowledge Society, 2008; Foras Annual Competitiveness Report, 2008

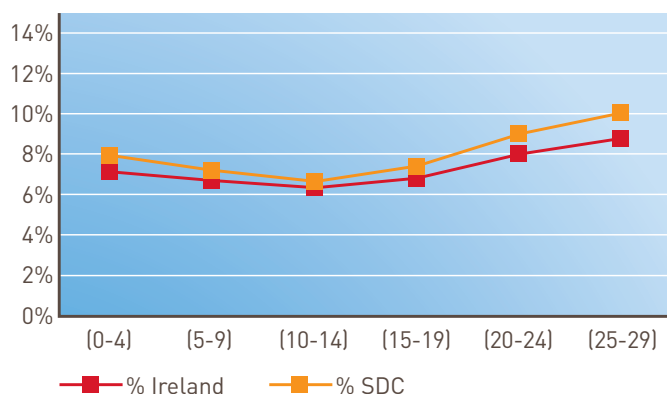
² Strategy for Science, Technology and Innovation 2006 - 2013

³ Enterprise Ireland Strategy 2008 – 2010 & Strategy for Science, Technology and Innovation 2006 - 2013

3.2. Dublin Higher Education Region

The higher education institutions in the greater Dublin area have formed a Dublin Regional Higher Educational Alliance (DRHEA) to strengthen higher education in the region and ensure cohesion of provision. This collaboration will initially focus on:

- Enhancement of Learning
- Graduate Education
- Internationalisation
- Widening Participation



The demographic profile of South Dublin County⁴ as shown above is broadly in line with the national profile (see chart). Recent years saw a decline in the school leaving population. During the period of this plan this trend will be reversed demonstrating a small increase. Over 70%⁵ of the South Dublin County (SDC) population is over 20 years of age. The 25 - 44 age group is being hit the hardest by redundancies nationally and this group will be key to building a high quality labour force. The deepening crisis is underlined by jobless numbers - unemployment increased from 4% (2007) to 11.4% (April 2009) and is forecast to hit in excess of 14% in 2010. While the strong performance of the Irish economy over the past decade has accelerated growth in South Dublin County, some areas remain disadvantaged, with a higher unemployment rate than the national average.

3.3. Widening Participation And Promoting Lifelong Learning

Historically, participation in higher education has been driven by the school leaving cohort. To meet national and international targets⁶, supporting a knowledge driven economy and equity of access, significant progress must be made in relation to those groups that have previously been underrepresented in higher education. *The National Access Plan*⁷ requires that access be mainstreamed in the activities and strategies of institutions. The rise in participation beyond standard entrants and the widening diversity of backgrounds due to internationalisation⁸ means that tertiary institutions need to expand admissions and adapt their programmes to meet the needs of these new students.

⁴ Central Statistics Office, 2006 Census

⁵ Central Statistics Office, 2006 Census

⁶ A stated objective in *The National Development Plan (2007-2013)* is that the Irish Higher education System be at the forefront of performance within the OECD.

⁷ HEA National Plan for Equity of Access to Higher Education 2008 - 2013

⁸ OECD stated that over 2.9m tertiary students enrolled outside their country of citizenship in 2006

The National Skills Strategy⁹ and Annual Competitiveness Report¹⁰ emphasise that higher qualifications and skill levels will be required to support economic recovery and a more competitive Ireland. There is increasing emphasis on the need to improve access to, and maximise opportunities for, job search, training and education, and up-skilling and re-skilling for the unemployed or those already in the workplace at risk in a changing environment. The National Skills Strategy has recommended up skilling 500,000 people by one level by 2020. The need to maximize lifelong learning to support the employability of the Irish labour force and continuous education is emphasised across national policy publications and has become, in the absence of a specific national strategy, a core theme in individual institutional strategies.

3.4. The Economic Outlook And The Funding Challenge

The Irish economy is currently facing unprecedented challenges with the economy set to contract sharply during 2009 and 2010; a return to modest growth by 2011 is currently projected¹¹. The impact on public finances will be stark and major adjustments to public expenditure and the tax base will be required. The third level sector is facing a challenging funding climate as it strives to play its part in meeting the strategic economic and social objectives set by Government policies, in particular, the recent *Building Ireland's Smart Economy*. During this plan the Higher Education Authority (HEA) will implement a new funding allocation model for IOTs, the new *Recurrent Grant Allocation Model*. This model will require greater transparency and accountability for funds and decisions on expenditure, the impact of which is not yet fully clear and has not been quantified. The HEA¹² has highlighted the need to implement more strategic and innovative approaches to sourcing private funding and has proposed to incorporate an element of performance funding into the core grant allocations to reward institutions according to their achievement of national outcomes.



9 Strategy for Science, Technology and Innovation 2006 – 2013

10 Forfás Annual Competitiveness Report 2008

11 IBEC Quarterly Review of Economic Trends, December 2008

12 HEA Strategic Plan 2008 - 2010

4. The Strategic Planning Context

4.1. Previous Strategic Plan 2005 - 2008

The Strategic Plan 2005 – 2008 laid strong foundations for the development of this plan. It identified ten goals and supporting strategic objectives, which underpinned the activities of the Institute over the last 4 years, as follows:



In addition to regular reviews of the plan by management, a formal mid-term review was carried out in March 2007 - *Strategic Plan 2005-2008 Update 2007*. The achievements were again assessed at the end of 2008. The success demonstrates a strong culture of achievement by ITT Dublin. The President and management team are grateful for this commitment and embark with confidence on the next journey – implementation of the Strategic Plan 2009 – 2014.

4.2. The Strategy Formulation Process for the New Plan

The last Strategic Plan, and the process which supported its development and implementation, was successful; this is a testament to the dedication and hard work of Institute staff. In the development of this plan the Institute adopted a similar approach to ensure the strategic plan is inclusive and encompasses, as far as possible, the views of the diverse communities of interest, while recognising the need for reflection and prioritisation. ITT Dublin thanks everyone for their input and commitment to date, and their continued support. The strategy development process involved:

- Consultations with the Institute's students, staff, management and governance groups. Individual staff members were also invited to make individual submissions on an anonymous basis
- Consultations with external stakeholders
- Facilitated workshops with management to develop the outcomes from the consultations
- An assessment of the environment within which the Institute operates including national policy, regional policy, and national and international best practice developments in higher education
- Circulation of the detailed outcomes of the consultations as well as an initial draft plan to various different fora set up across the organisation
- Presentation of final plan for approval by the Governing Body.

Key performance indicators (KPIs) were also formulated as part of the process to support ongoing performance measurement.



5. Implementing the Plan

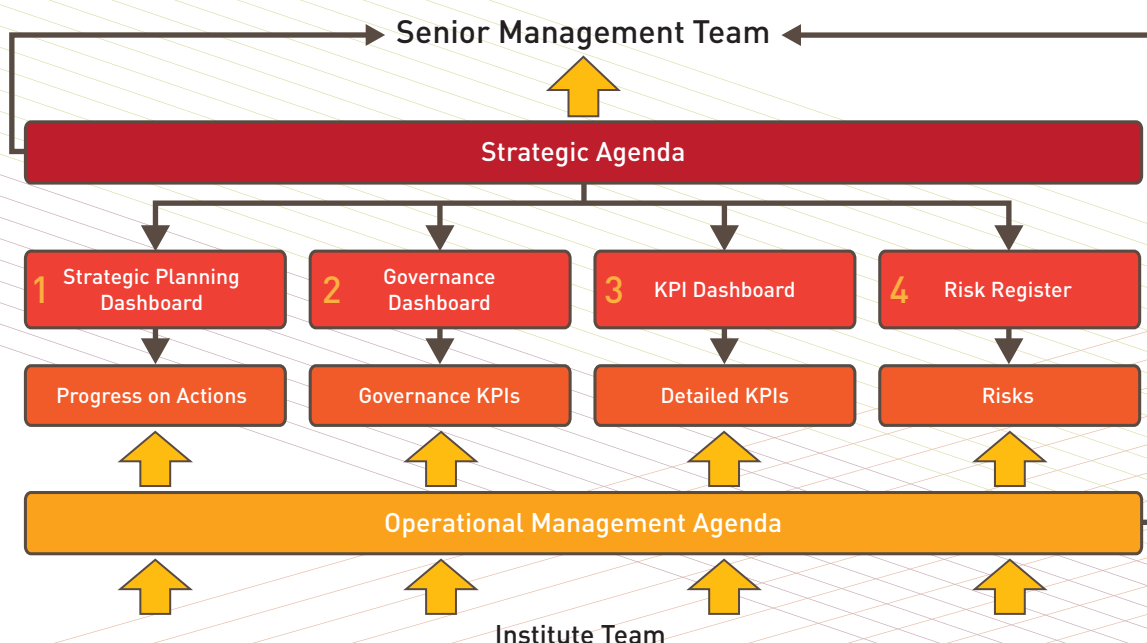
An effective implementation structure and culture is key to the success of any plan. Commitment to, and ownership of, the process and content of this plan by all the Institutes' people, students and the wider stakeholder community is of utmost importance. ITT Dublin has developed an implementation structure in line with good practice as promulgated by the Irish Universities Qualities Board (IUQB)¹³. The Strategic Plan identifies three strategic themes, which capture the ambitions and priorities of the Institute over the lifetime of the plan. Each of the themes is further divided into strategic goals, objectives and supporting actions.

5.1. Implementation

In addition to the Strategic Plan, an implementation plan was developed to support and facilitate delivery of specific project actions. Distinct projects will be assigned to project leaders charged with achieving the project goals, objectives and actions within agreed time-frames. ITT Dublin is confident that the plan has identified major obstacles to success and has planned appropriate routes around them. However, in light of the current economic climate and significant uncertainty, it is necessary to continue to assess, monitor and action risks which may impact achievement of strategic objectives.

5.2. Ongoing Progress Monitoring And Review Of The Plan

Agreed Milestones and KPIs have been developed to measure the success of the plan on an ongoing basis. These milestones will be phased to give comfort along the lifetime of the plan and provide interim



opportunities to stock take and celebrate successes. Ongoing progress monitoring will include: A formal interim review and update of this strategy will be carried out by the Total Management Team, but it will also be reviewed and refreshed annually to take account of any significant changes to the policy landscape or in view of information from monitoring activities.

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