IT Sligo
Strategic Plan
2017 › 2022

Your education
& innovation
partner for life

Contents

Mission Statement

Advancing economic, social and environmental sustainability through education, innovation, and engagement, producing graduates who are innovative, confident and capable of leading the development of the region and beyond.

President's Note

Growth is the key deliverable for IT Sligo as we develop the Institute over the next five years, towards 2022.

A key target for the Institute is to almost double our enrolments from the current level of 6,000 to a figure of 10,000. It is a bold target but, together, we can achieve this important milestone.

In building scale, IT Sligo will move confidently towards achieving Technological University (TU) status. TU status will give our region and our communities exciting new opportunities and a platform on which the next generation can build a brighter future.

We are constantly striving to support and improve access to higher education and deliver excellence within it. In achieving the goals contained in this five-year strategic plan, we will bring IT Sligo to the next level, securing sustainable growth and a vibrant future for all stakeholders including students, staff and the communities in which we live in and serve.

**Brendan McCormack, PhD
President, IT Sligo**

Chairman's Message

IT Sligo has a strong track-record of engaging with students, schools, further education colleges, state agencies and employers across the region.

The Institute delivers to many national policies and strategies; on the creation of the future landscape of Irish higher education, increasing access to education, growing international education, and meeting objectives for innovation and entrepreneurship, job creation and regional development. The Institute has a national reputation for upskilling the work force through its online/blended learning programmes.

The vision of the Governing Body is to be a life-long education and innovation partner for learners. To achieve this vision, and to support the long-term economic viability of the region, the Governing Body has determined that the Institute should work with other higher education institutions to achieve re-designation as a TU for the north-west of Ireland.

This strategic plan sets out ambitious objectives and performance targets. In achieving these, IT Sligo will become even more effective in serving the educational, economic, and cultural needs of the region. Over the life of this strategic plan, the Institute will significantly increase the number of student enrolments and annual graduates, providing the necessary talent to support regional economic growth.

The Governing Body looks forward to working in partnership with students, staff, management and external stakeholders in the implementation of this strategic plan.

**Niall O'Donnellan
Chairman, Governing Body, IT Sligo**

We will provide a transformed technology-enhanced, learning environment for our students.
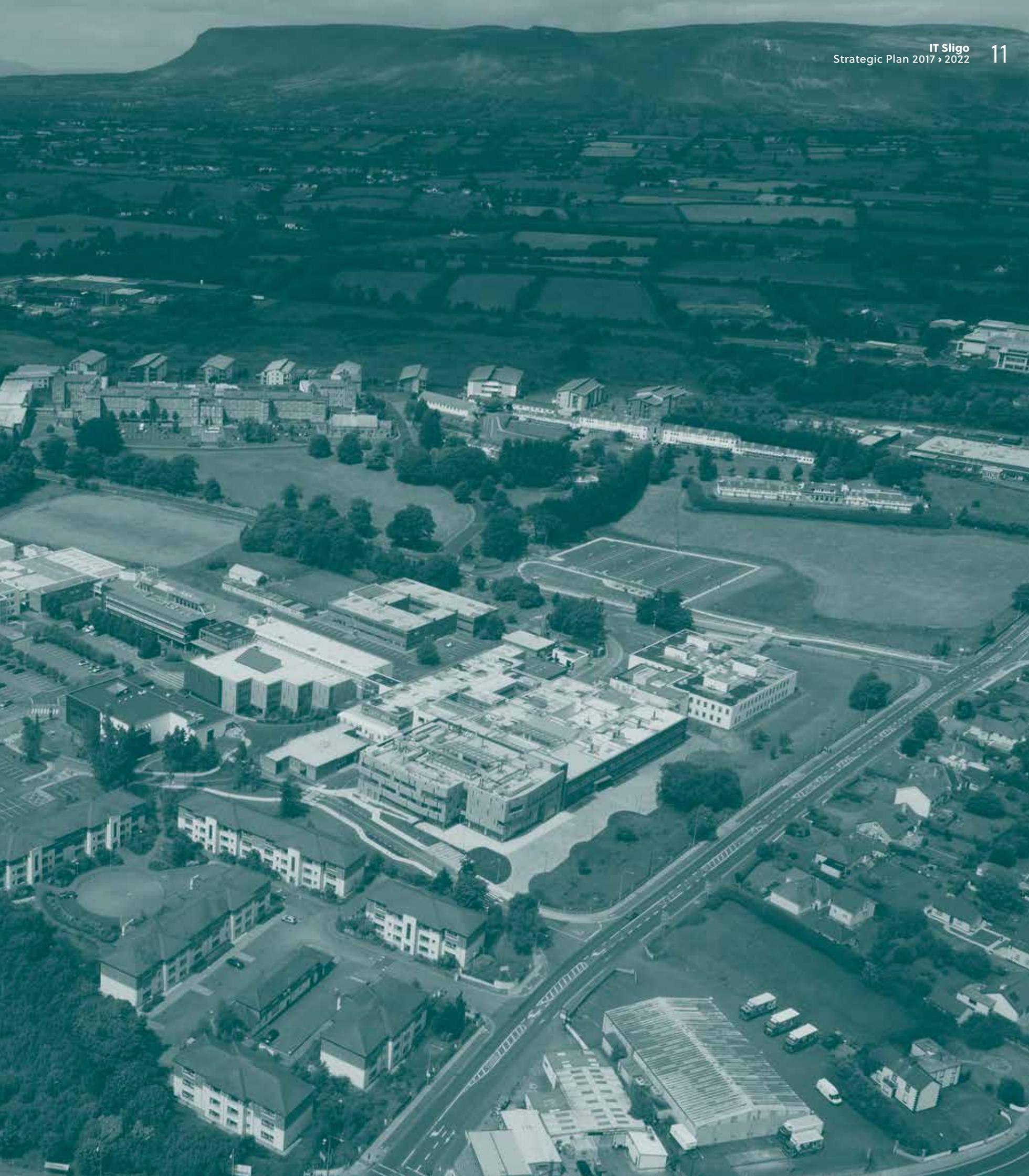
Our Culture and Aims.
At IT Sligo we:
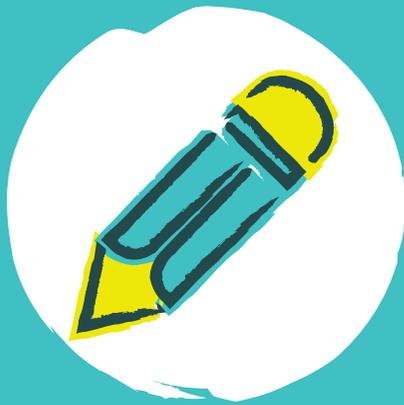
Educate

students to reach their full potential

Champion

respect, equality, inclusion and diversity

Believe

that publicly funded higher education should be accessible to all

Value

students, staff, business, community and the environment

Lead

by being ambitious, innovative and accountable
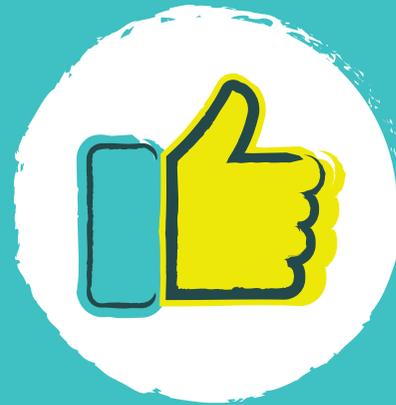
Promote

ethical and responsible behaviour

Respond

proactively to economic and societal challenges
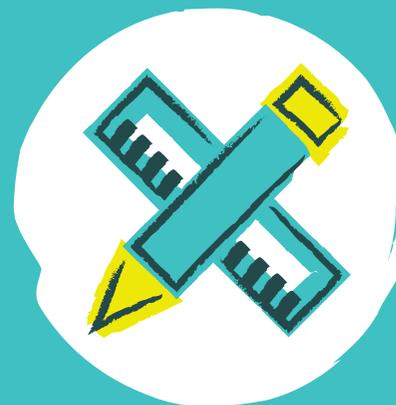
Collaborate

for the enhancement of our economy, society and environment

IT Sligo
2017 › 2022

Student Numbers

2017 › 6,000
2022 › 10,000

Full time to Online Student Ratio

2017 › 62:38
2022 › 42:58

Online Enabled & Trained Staff

2017 › 70%
2022 › 90%

Research Enrolments

2017 › 73
2022 › 200

Graduates
(Per Annum)

2017 › **1,546**

2022 › **3,000**

TU Status

2017 › **Stage 2 in Progress**

2022 › **Full re-designation as a TU**

Work Placements

2017 › **On Some Level 8 Programmes**

2022 › **On All New Level 8 Programmes**

Student Retention

2017 › **77%**

2022 › **82%**

Management Gender Balance

2017 › **27% Female 73% Male**

2022 › **Minimum of 40% of both genders**

Equality & Diversity

2017 › **Adopting Athena Swan Charter**

2022 › **Athena Swan Bronze Award**

Support for Start-Up Companies

2017 › **40**

2022 › **125**

Alumni Network

2017 › **320 on database**

2022 › **10,000 on database**

Our Objectives For:

1.

Our Students:

Develop the ability to navigate their futures in a complex world

2.

Learning & Teaching:

Support the continuous professional development of all staff. Maintain and strengthen leadership in technology-enhanced learning

3.

Research Development & Innovation:

Enable more students and staff to conduct research. Gain international recognition in key research areas

4.

Partnership & External Engagement:

Build stronger partnerships with second level schools/ETBs, employers and community

5.

Shaping & Influencing Economic, Social & Cultural Development:

Raise the education-qualification profile of the regional population. Support social entrepreneurship, business start-ups and development in the region

6.

### Organisation & Governance:

Continue to provide robust governance, accountability and appropriate processes

1.

Our Students

Students will come to IT Sligo for a quality learning environment and because they are supported to be successful in their learning. The increase in the number of on-campus and off-campus students will offer a socially and culturally diverse place of learning.
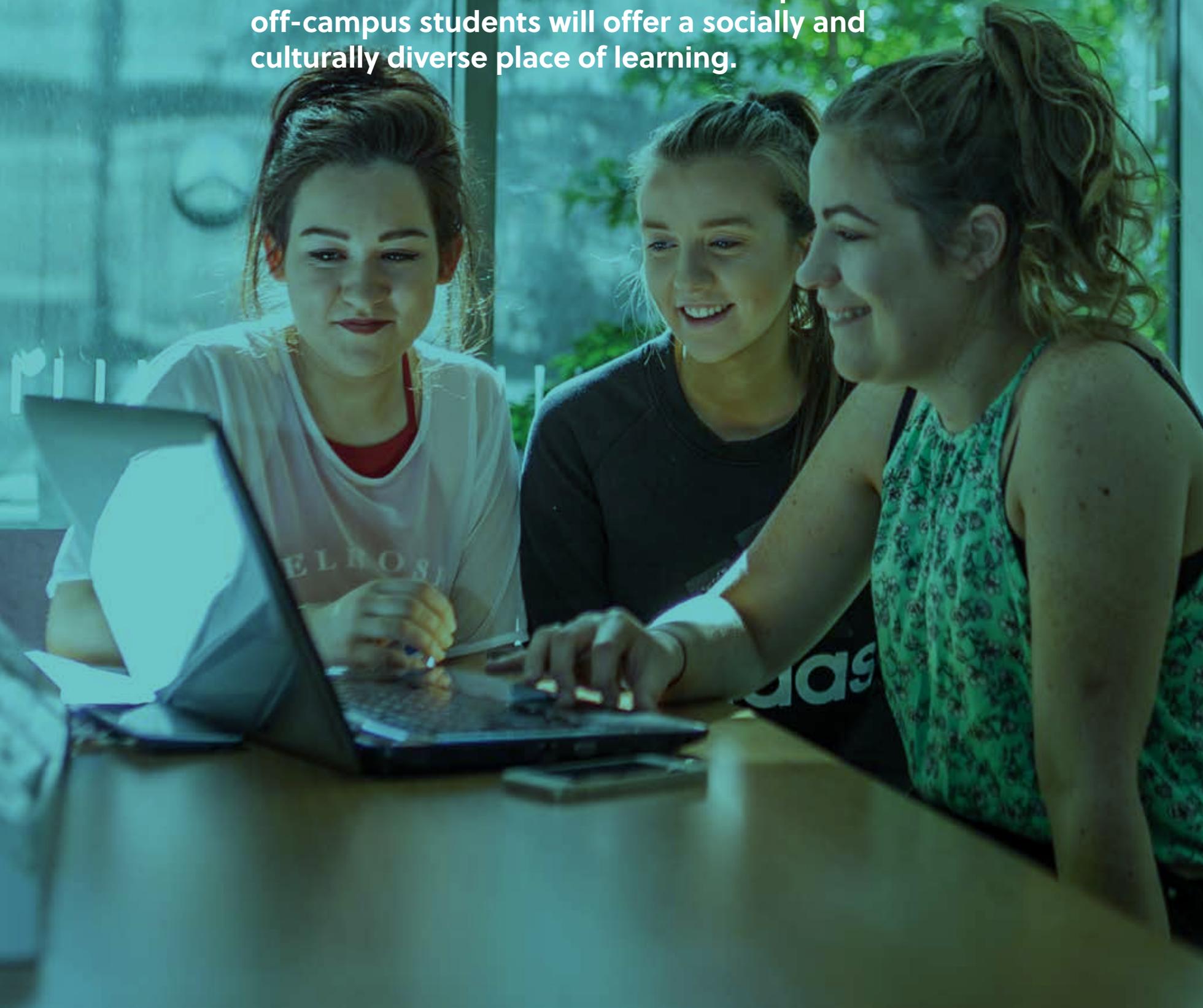
Objectives

Develop their ability to navigate their futures in a complex world

Students will develop the ability to navigate their futures in a complex world through appropriate work placements and international experience, and with learning and delivery models and effective career guidance that develop self-efficacy. The learning outcomes will ensure that graduates have transferable competencies such as creativity, teamwork, adaptability, communication, problem-solving, critical analysis, entrepreneurship and relevant work place learning.

Foster inclusion and participation for all students

We will provide the best-rounded experience for students. Supports will be enhanced and the on-campus and north-west experience will be promoted through music, sport and other social activities.

Support students to achieve their full potential

Foster a culture of being successful together by developing student self-efficacy and by recognising achievement as a key objective. Completion rates of programmes will be improved through more enhanced academic support for students. Institute policies, procedures and news updates will be communicated to students in accessible formats.

Be part of a larger, more diverse student population (target 10,000)

The Institute will develop systems to better understand the range of student profiles, given their differing social and cultural backgrounds. The origins and personal challenges of students will be analysed and marketing initiatives will be targeted to show them how IT Sligo can meet their individual needs. Equality will be promoted among students. Our international policy will support on-campus cultural diversity and provide opportunities for overseas student experience. Employment, career and lifelong learning pathways will be clearly communicated.

> **Students will develop the ability to navigate their futures in a complex world through appropriate work placements and international experience."**

2. Learning & Teaching

Maintaining a well-qualified and professional body of academic and non-academic staff is essential. We will support continuous professional development of staff to ensure the quality of our teaching and learning across multiple delivery modes. Our programmes will be fully accredited, relevant to the requirements of employers and will be regularly reviewed and updated. Infrastructure will be maintained at the highest level to provide the standard of education expected of the modern learner.
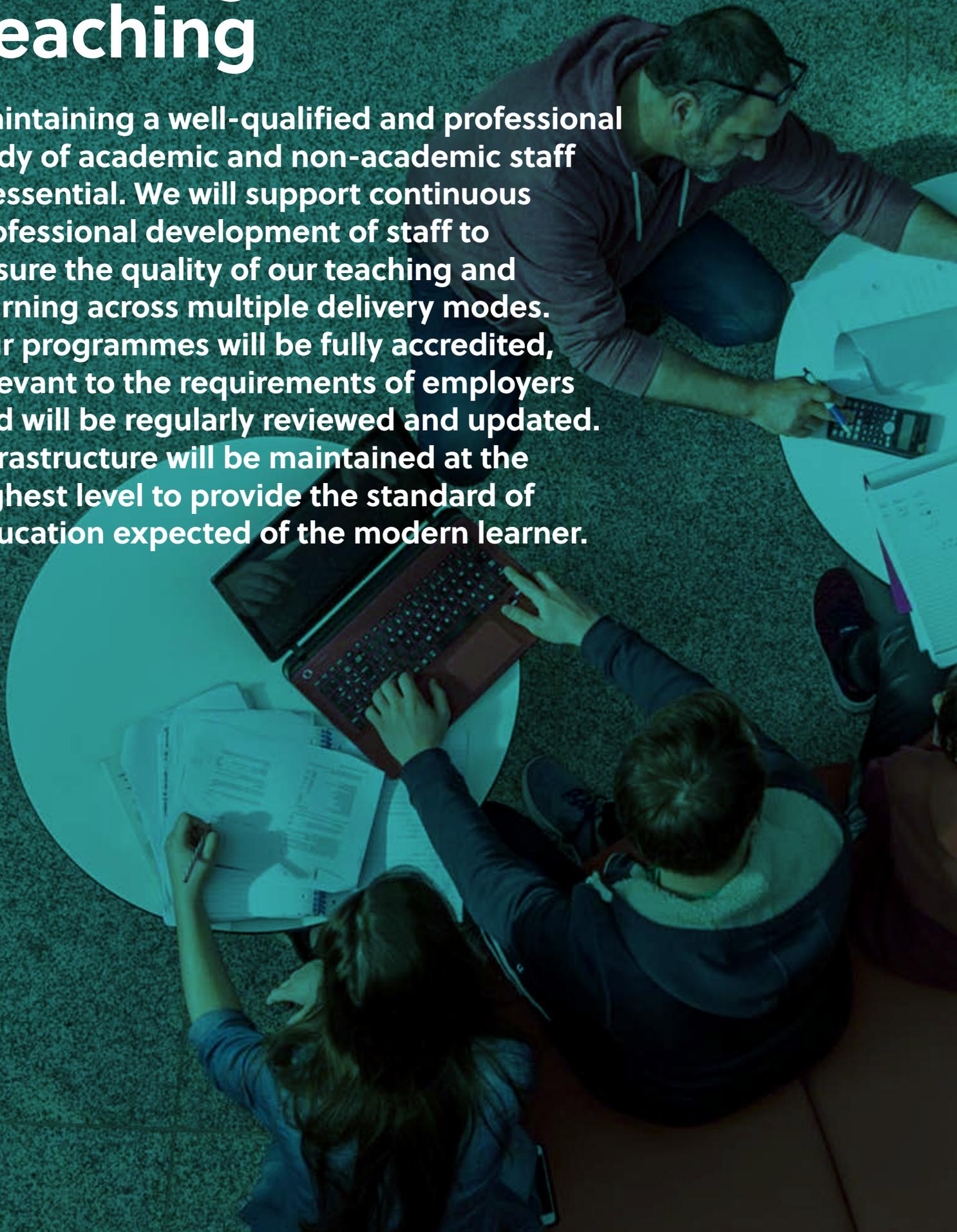
Objectives

Support the continuous professional development of all staff

Training and development will focus on the effective delivery of programmes to all categories of students. This will be achieved through the work of the Centre for Enhancement for Learning and Teaching. The staff development targets of the current Learning, Teaching and Assessment Strategy (2015-2018) will be completed.

Maintain & strengthen leadership in technology-enhanced learning

The Institute has an ambitious target to grow online students from 2,000 (in 2017) to over 5,500 by 2022. A step-change in the current systems and processes for recruitment and education of students online is required to achieve this target. Staff will be well prepared in online pedagogy and best practice will be applied in the design, delivery, assessment and resourcing across all in-class and online programmes.

Continue to develop a strategic approach to academic planning

The Institute is committed to deliver programmes from craft apprenticeship to doctorate, using the most appropriate mode of delivery. Inherent in the design of all programmes will be core (common) learning elements in programmes across all disciplines, that are essential learning for any graduate. There will be an emphasis on preparing students for employment.

Create an innovative and inspiring teaching and learning environment

The Institute will be continuously developed to provide state-of-the-art classrooms, laboratories and workshops. Care will be taken to provide 'creative spaces' and 'chat-spaces' that facilitate greater inter-disciplinary projects/team work for staff and students.

Achieve awarding body status by maintaining Delegated Authority

We will continue to ensure all programmes are nationally recognised on the National Framework of Qualifications (NFQ). We will increase the level of professional and statutory accreditation to ensure programmes are relevant, current and will ensure 'enhanced and desired progression'. A focus to be maintained on achieving Awarding Body status from Quality and Qualifications Ireland (QQI).

" Be successful together by building a culture of student self-efficacy and achievement."

3. Research, Development & Innovation

The Institute has made significant strides in developing a strong research base. There is a growing body of staff actively engaging in research across many fields. To meet the ambitious objective of becoming a technological university, we must continue to support such activities. We must increase our research and development support for industry and become even more actively engaged with employers and sectoral bodies. Fostering innovation and entrepreneurship in students is vital for the next generation of new businesses.

Objectives

Enable more students and staff to conduct research

The Institute will increase the level of RDI infrastructural supports for students and staff. New supports will lead to an increase in the number of staff and students actively engaged in research across all levels leading to an increase the number and impact of RDI outputs.

Gain international recognition in key research areas

The Institute has three active Strategic Research Centres (SRCs), in Environmental Science, in Precision Engineering Manufacturing & Materials and in Social Professions. In addition, there are five recognised Research Groups. The Institute will support its research centres and groups to build a strong international reputation, as evidenced by publications and international collaborations, in key research areas.

Apply creative talent to develop innovative design solutions and increase contract and applied RDI

In becoming a technological university, the Institute will grow and increase the level of RDI supports it provides to industry. These supports typically include problem solving, training and education and the encouragement of more staff to engage in research and company projects.

Promote Institute RDI to stakeholders and market Institute achievements

It is important that the public, the academic community, state agencies and employers are made aware of the RDI activities of the Institute. Employment in research and development will be promoted as a career path for graduates with a view to creating job opportunities and encouraging new RDI to business start-ups in the region.

> **Regional SMEs will be proactively supported by providing a one-stop-shop/development centre for productivity and innovation."**

4. Partnership & External Engagement

The main stakeholders for external engagement are second level/further education colleges, educators, employers, community and alumni. Each of these is important to the Institute – both in acting as a source of new students and as advisors in the development of the academic portfolio and the curriculum. Over the coming years, the Institute will build on its existing relationships with these stakeholders to be widely recognised as an active and engaged entity in the region, supporting sustained education, employment and communities.
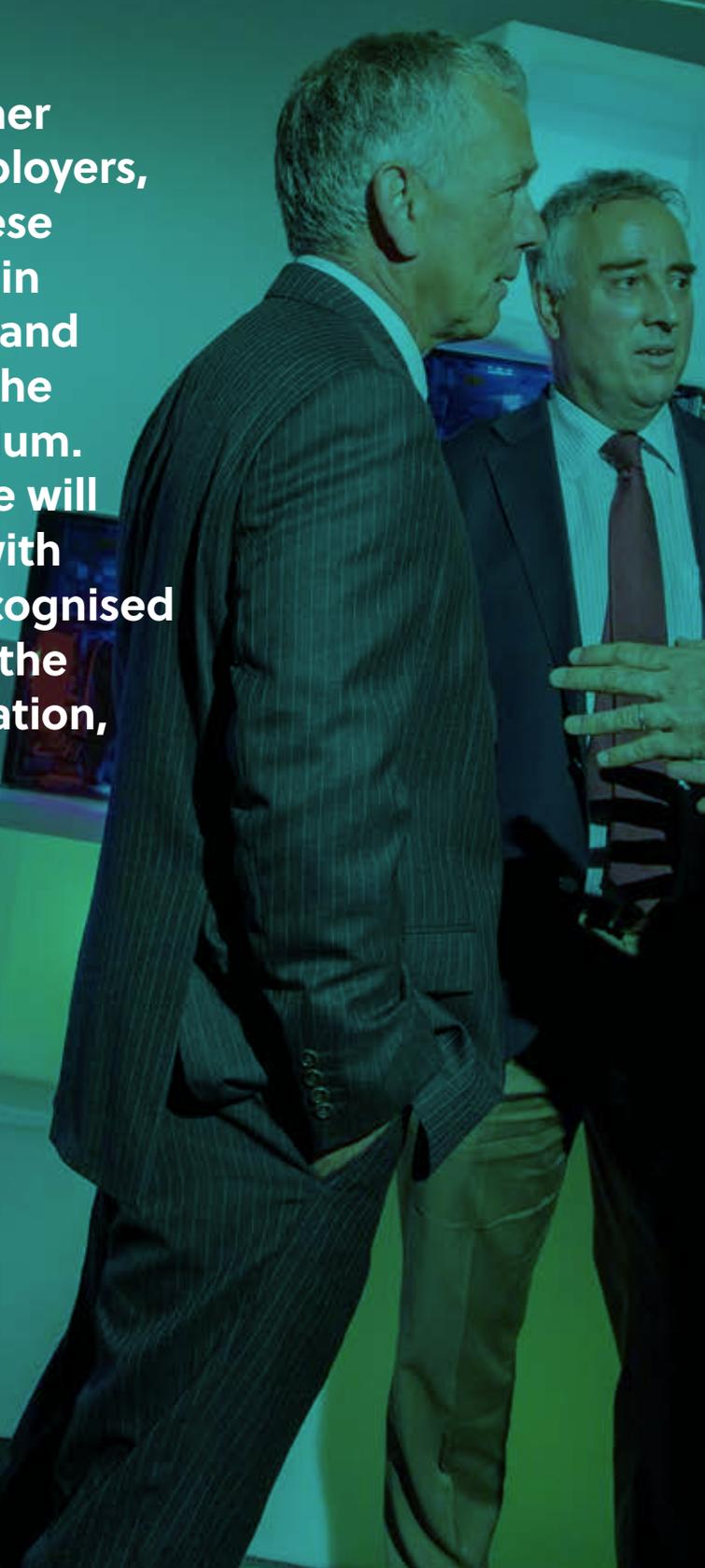
Objectives

Build strong partnerships with Schools/Education Training Boards

Simply put, the Institute will provide better 'joined-up education' and Second chance education opportunities from Levels 5 to 10 and enhance career guidance teachers' understanding of the programmes on offer at Levels 6 to 8.

Build stronger partnerships with Employers

Our Institute will work with employers to identify their needs, developing and flexibly delivering executive/bespoke education across all levels to respond to the needs of key regional employers. The Institute will work closely with the creative and cultural community to support this as a viable sector. Regional SMEs will be proactively supported by providing a one-stop-shop/development centre for regional business productivity and innovation.

Build stronger partnerships with Community

Engagement with the wider community is important in maintaining the relevance of the Institute as the main provider of higher education in the region. The Institute will support the development of non-profit, local government and other communities through education, innovation and engagement activities.

Build stronger partnerships with Alumni

We have 20,000 alumni working across the globe. This is a huge, and mostly untapped resource. Alumni are typically very willing to support the work of the Institute when asked, be it for guest lectures, student placements or advice on new directions. The Institute will develop alumni networks and leverage these for the benefit of existing students and the region.

" Simply put, our Institute will provide better 'joined-up education' and second chance education opportunities."

5.

Shaping & Influencing Economic, Social & Cultural Development

To positively influence the economic and social growth of the northern and western regions, the Institute will become more active in national debates and policy development. Achieving the Institute's ambition to become a TU is dependent on active collaboration with other higher education institutions.

Objectives

Contribute to national & regional stakeholder policies

Management and staff of the Institute will become more actively involved in the development of regional and national policies and plans, beyond the immediate educational remit. The Institute will be recognised and will be heard as an active participant in such developments. The Institute will become a place where meetings on issues of national and international interest and concern are held and issues openly discussed and debated.

Support and promote social entrepreneurship, business start-ups and development in the region

In addition to receiving a discipline specific qualification, it is important that graduates have experience of entrepreneurship. If we are looking to these graduates to be the next generation of new business creators in the region, they need to be well prepared. The Institute will create a culture of entrepreneurship among students. Staff will work with students to engage with employers and the community on voluntary and professional projects.

Enable greater engagement between agencies and public sector bodies

Ireland is recognised as a having a good support structure for new business start-ups and for growing existing businesses, including foreign direct investment companies. The Institute has existing working relationships with employer organisations and state agencies in the spheres of education and economic development. These relationships will be further developed so that employers and state agencies are aware of the services provided by the Institute, and that the Institute is the acknowledged 'go-to' place for these services in the region.

The Institute will become a place where the community meets to debate issues of national and international interest."

6. Organisation & Governance

It is important that the Institute maintains good standing with the Higher Education Authority and the Department of Education and Skills, particularly as it has an ambitious plan for both growth in student enrolments and in becoming a technological university. The Institute will continue to provide the resources that meet the needs of staff and students. A fundamental requirement in doing this is to ensure that students, staff members, and external stakeholders are aware of these ambitions and are kept informed of developments.

Objectives

Deliver the actions of the plan

The Institute will need to plan for the provision of the staff, facilities and structures to scale up to a student population of 10,000 in 5 years. Similarly, resources will need to be provided to meet and build on TU criteria. This will require a new organisational structure and a financial plan to provide the necessary resources in a timely manner.

Develop a green campus providing an innovative and inspiring teaching and learning environment

The IT Sligo campus is recognised nationally as an exemplary facility. Over the coming years, the Institute will develop the campus as a greener facility. The concept of 'green' will be included in the core curriculum.

Promote equality, diversity and inclusion and provide for staff well-being and work-life balance

As part of the professional development programme for academic and non-academic staff, topics will be included on equality and diversity and quality of life at work. The Institute will apply for Athena Swan Bronze status, in developing a culture of equality and diversity.

Continue to provide robust governance, accountability and appropriate processes

The Institute will continue to be a publically funded organisation, focused on facilitating access to higher education. We will also remain compliant with all governance responsibilities and will remain financially balanced.

Improve evidence-based information systems to inform decision-making

We will develop our internal learning and will encourage staff to voice new ideas. The Institute will facilitate a culture of managing risks, pilot testing and 'fail-fast often'. The analysis and reporting of data will become more common practice in decision making, informing and underpining resource allocation.

Improve communication processes within the institute

The Institute will develop an internal communication mechanism to ensure appropriate information and consultation between management, staff and students, and will ensure that committees and fora are managed effectively. The Strategic Plan will be disseminated in public areas across the Institute.

> **Analysis and reporting of data will become more common practice in decision making."**

Appendix

Strategic Plan Actions

1.0 Objectives for Students

Students will come to IT Sligo for the quality of the learning environment and because they are supported to be successful in their learning. The increase in the number of on-campus and off-campus students will offer a socially and culturally diverse and interesting place of learning.

1.1 Develop the ability to navigate their futures in a complex world

Students will develop the ability to navigate their futures in a complex world through appropriate teaching and learning delivery modes with work placements and international experiences, underpinned by effective career guidance to develop self-efficacy. Learning outcomes will ensure that graduates have transferable competences such as creativity, teamwork, adaptability, communication, problem-solving, critical analysis, entrepreneurship, learning skills and that the topics taught will be relevant to the work place.

#	Action	Performance Indicators	Date	Lead person/s
1	Work placement (WP) to be incorporated into every programme	Strategy developed with standard systems and supports for WP operation and implementation reporting	Q2 2018	Heads of School/ Registrar
		All new ab initio Level 8 programmes will include WP	As validated	Heads of School / Registrar
		WP introduced into 10 existing programmes	Next Programmatic Reviews	Programme Boards/ Registrar
2	Embed transferrable competences (creativity, team work, adaptability, communication, problem-solving, critical analysis, entrepreneurship) into all programmes, embed international opportunities in each programme and ensure that appropriate staff training & resources are provided to enable this	Programmatic Review (PR) processes incorporating transferrable skills, work placement and international opportunities into programmes into the curriculum developed	As per Programmatic Reviews	Programme Boards
		Register of programmes with transferrable skills, work placement and international opportunities included developed and maintained	Q3 2019	Programme Boards
		Plan for internationalisation of the curriculum developed		
3	Incorporate common topics on programmes, including (a) Industry and professional practice (b) Communication (c) 'Learning to Learn'/professional development (d) Literacy skills, with appropriate supports and attendance monitored	Programme specific strategy to embed these topics into each programme in place	As per Programmatic Reviews	Programme Boards/ CELT
		100% of programmes include training on these topics by next PR or sooner	By next Programmatic Review	Programme Boards/ CELT
		Academic Learning support programme designed and rolled out	Q3 2019	CELT
4	Online/blended delivery to be incorporated into full time programme delivery to help prepare students for lifelong learning	One online/blended module on every programme	Next Programmatic Review	Heads of School
		Deliver full time programmes online, wholly or in part (1 /year)	Q3 2018	Heads of School

1.2 Foster inclusion and participation for all students

IT Sligo will provide the highest quality, rounded experience for students. Student supports will be enhanced on-campus and the" north-west experience" will be promoted through music, sport, social activities and events.

#	Action	Performance Indicators	Date	Lead person/s
1	Use available data to identify student engagement and attendance to help identify students who need early interventions and supports	Student engagement and attendance system (e.g. SEAts: piloted [https://www.seatssoftware.com/] Re-designed year 1 to facilitate transition to 3rd level	Q3 2018 Q3 2019	Registrar Academic Council
2	Survey all (Full-time and online) students to identify shortcomings in student supports and/or awareness of existing supports	Survey completed, analysed and actions identified Strategies to foster a sense of inclusion and belonging to IT Sligo for Full-time and online learners developed	Q2 2018 Q1 2019	Registrar Registrar
3	Implement national access admissions programme (HEAR) for students of low socio-economic backgrounds	HEAR implemented Number of students who are first time to higher education in their families	Q3 2018 Q3 2018	Registrar
4	Identify learners who require additional support earlier in their academic life and ensure adequate supports are provided	Pilot diagnostic test for first years implemented Strategy developed to identify and support online students with learning difficulties 2% increase in students gaining entry via Recognised Prior Learning annually	Q3 2018 Q2 2018 Q3 2018	egistrar CELT Registrar
5	Embed Universal Design for Learning (UDL) across programmes, with appropriate training and supports	UDL to be evident in programme documentation	Next Programmatic Review	Heads of School/ CELT
6	Ensure student voice is captured and that student participation is maximised in the classroom (virtual or physical)	National Student Engagement Programme implemented. Review participation of online student in Students Union, election of online class representatives, on programme boards etc.	Q3 2018 Q3 2018	Registrar Registrar
7	Provide and promote on-campus student entertainment and social and cultural events	5 events per semester	Q1 2018 & annually	Events Coordinator/ ITSSU

1.3 Support students to achieve their full potential

Fostering a culture of being successful together by developing student self-efficacy and by recognising achievement is a key objective. Completion rates will be improved through additional academic support for students. Institute policies, procedures and news updates will be communicated to students in accessible formats.

#	Action	Performance Indicators	Date	Lead person/s
1	Implement the student retention plan	Retention plan implementation schedule agreed Minimum overall retention target of 82% (from a base of 77%) Effectiveness of student mentoring evaluated	Q1 2018 2017-2022 Q4 2018	Registrar Registrar Registrar
2	Provide volunteering module as an elective for all students	Number of student taking the volunteering module	Annual	Heads of School/Heads of Department
3	Develop clubs & societies in conjunction with Students Union for the benefit of the entire student body	Funding and support structures provided by the Clubs & Societies committee reviewed	Q4 2017	Registrar
4	Ensure that a student centered approach to Learning Teaching & Assessments (LTA) is implemented	Existing LTA Strategy 2015-18 to be fully implemented	Q4 2017	Registrar / Heads of School
5	Incorporate guest lectures, delivered by graduates and professional practitioners, and site visits into the curriculum to ensure students have a good understanding of their career opportunities	Number of guest lectures and site visits	Q2 2020	Programme Boards
6	Develop and support entrepreneurship among the student population e.g. ACE and REAP programmes	1 new student/group start-up per year	Q2 2019 and annually	Innovation Manager
7	Ensure all students (across all years) are aware of all relevant Institute policies and procedures	Student awareness plan designed and implemented	Q3 2018	Registrar

1.4 Be part of a larger, more diverse student population (target 10,000)

The Institute will develop systems to gain increased understanding of the range of student profiles, given differing socio-economic and cultural backgrounds. The provenance of students will be analysed. Marketing campaigns will show potential students how IT Sligo can meet their individual needs. Equality and diversity will be supported. International policy will support on-campus cultural diversity and will provide opportunities for overseas student experience. Employment, career and lifelong learning pathways will be clearly communicated to students and graduates. In becoming a Technological University, students will be part of a larger and more diverse organisation and will have access to a wide range of resources.

#	Action	Performance Indicators	Date	Lead person/s
1	Undertake a comprehensive marketing analysis to understand potential applicants (full time & online), to guide how we develop relevant programmes and to inform how we market these programmes	Comprehensive marketing review completed	Q4 2017	Registrar
		Full-time enrolments increased by 7% annually	Q2 2018	Registrar / Heads of School
		Online enrolments increased by 20% annually	Q2 2018	Registrar /Heads of School
2	Ensure the training needs of Small and Medium-sized Enterprises (SME) in the region (and beyond) are being met by engaging with industry and identifying training needs that can be met by new or existing programmes and Special Purpose Awards (SPA)	Enrolments on 2 new bespoke SPA, minor and major programmes developed for industry annually	Q4, annually	Registrar / Heads of School
		Enrolments on 1 'new apprenticeship' programmes annually	Q4, annually	Registrar / Heads of School
		Enrolments categorised by Multinational Corporations, SME sectors etc.	Q4, annually	Registrar / Heads of School
3	Promote equality and diversity in the student population	Student equality and diversity policy agreed	Q3 2018	Head of Strategy & Planning
		Student training plan on Equality and Diversity developed / implemented	Q4 2018 & annually	CELT
		Principles of equality and diversity are embedded into programmes as evidenced by module content on Module Manager	Q3 2019	Programme Boards
4	Develop an international policy which addresses the ambition to attract overseas students and to develop international staff and student collaborations. The policy will include an integration strategy to support a culturally diverse on-campus learning environment	Approved international policy	Q1 2018	Registrar
		List of international cultural events	Q1 2019 & annually	International Office
		International enrolments at 14% of all Full-time enrolments	Q2 2020	Registrar
		Number of international staff (20 pa) and student (500 pa) collaborations/exchanges	Q1 2019 & annually	International Office and Research Office
		International / intercultural integration strategy developed	Q1 2019 & annually	International Office and Research Office
		Examples for collaborative projects across the Connacht-Ulster Alliance to attract international students to the region	Q1 2019 & annually	
5	Strengthen career advice and educational progression opportunities to students	Number of student career advice events	Q2 2018	Careers Office
		Growth in students progressing onto higher level programmes by 10% annually from 2017/18 base	Q2 2019	Careers Office
		Student and graduate survey of the effectiveness of career advice rolled out	Q2 2019	Careers Office
		Survey graduates to develop an understanding of longer-term career paths	Q2 2019	Careers Office

2.0 **Objectives for Learning and Teaching**

Maintaining a well-qualified and professional body of academic and non-academic staff is essential, as IT Sligo grows its student enrolments. We will support continuous professional development of staff in order to ensure the quality of our teaching and learning across multiple delivery modes. Our programmes will be fully accredited, relevant to the requirements of employers and will be regularly reviewed. Infrastructure will be maintained to provide the standards expected of the modern learner.

2.1 **Support the continuous professional development of all staff**

Training and development will be provided for all staff focusing in particular on the effective delivery of programmes to all categories of students. This will be achieved through the work of the Centre for Enhancement for Learning and Teaching (CELT). Staff development targets of the current Learning, Teaching and Assessment Strategy (2015-2018) will be completed.

#	Action	Performance Indicators	Date	Lead person/s
1	Carry out an annual training needs analysis and implement training programmes	Annual Report by Department/ Function – Needs/ Audit. Annual training programme (and content) for staff training on IT Sligo staff portal/web site	Annually From Q3 2018	HR/CELT/Health & Safety and Senior Managers HR/CELT
2	Make PMDS or equivalent process more effective for staff	25% of staff in each function to have participated in PMDS in year 1, up to 100% in 4 years	Annually	Heads of Function
3	Every member of staff to engage in Continuous Professional Development (CPD) annually	1 CPD event per year per staff member	Q3 2018	Executive Committee
4	Review best practice in how to facilitate staff to refresh their awareness of current industrial practices	1 staff member/school engaging in refresher training 1 staff member/department engaging in refresher training	Q2 2018 & Q2 2022	Executive Committee
5	Review staff induction/mentoring programme	100% of new staff receiving timely induction	Q4 2017	CELT/HR
6	Facilitate external bodies to provide professional CPD training to members on campus	2 events/year	Q1 2019	Head of Research, Innovation & Engagement

2.2 Maintain & strengthen leadership in technology enhanced learning

The Institute has an ambitious target to grow online students from 2,000 (in 2017) to over 5,000 by 2022. A step-change in the current systems and processes for recruitment and education of students online is required to achieve this target. The Institute will build a systemic delivery platform, to increase enrolments in key markets, such as emerging sectors, second chance, new apprenticeships and full-time online programmes. Staff will be well prepared in online pedagogy and best practice will be applied in the design, delivery, assessment and resourcing across all in-class and online programmes.

#	Action	Performance Indicators	Date	Lead person/s
1	Regular review of Virtual Learning Environment (VLE)	4 annual reviews of institute's VLE benchmarked against other VLEs	Q3 2019	Centre for Online Learning & IT Services
		Staff surveyed to establish VLE usage/issues/wish-list	Q3 2019	Centre For Online Learning
		3rd party, VLE plug-ins reviewed against benchmark	Q3 2019	Centre for Online Learning & IT Services
		Plan to upgrade facilities developed and agreed	Q3 2019	Centre for Online Learning & IT Services
2	Carry out the ACODE Benchmarking for Technology Enhanced Learning (TEL) [http://www.acode.edu.au/pluginfile.php/579/mod_resource/ content/4/TEL_Benchmarks.pdf]	Benchmarking report - Biannual	Q4 2017	Centre for Online Learning
3	Develop new online/blended part-time and apprenticeship programmes in niche and emerging areas	20% growth of online students annually	Q3 2018	Heads of School
4	Academic staff to be skilled on online delivery and assessment methodologies	90% of academic staff	Q3 2020	Centre for Online Learning/CELT
5	Review best practice for Design/Delivery/Assessment strategy for online students	Host at least one Symposium annually for staff New guidelines	Q3 2019	Centre for Online Learning & CELT

2.3 Continue to develop a strategic approach to academic planning

The Institute is committed to delivering programmes from craft apprenticeship to doctorate, using the most appropriate mode of delivery. Inherent in the design of all programmes will be core (common) learning elements that are essential for all graduates. There will be a particular emphasis on preparing students for employment through work placements and work-based-learning.

#	Action	Performance Indicators	Date	Lead person/s
1	Develop an Academic Planning Strategy – medium – long term	Academic Planning Strategy developed and agreed	Q3 2018	Registrar and Academic Council

2.4 Create an innovative and inspiring teaching and learning environment

The Institute will continuously develop its infrastructure to provide state-of-the-art classrooms, laboratories and workshops. Care will be taken to provide 'creative-spaces' and 'chat-spaces' that facilitate greater inter- disciplinary projects and team work for staff and students.

#	Action	Performance Indicators	Date	Lead person/s
1	Develop efficient high quality multifunctional spaces	Number of formal and informal meeting and student project spaces	Q4 2017	Estates & Schools
		Space utilisation data	Q3 2018	
2	Provide student and staff entrepreneurship paces	2 student/staff start-ups per year	Q2 2018	Innovation Centre & Estates
3	Introduce more multi-disciplinary/vertical projects (inter-school, across programmes)	One programme per school per year	Q3 2019	Schools/Programme Boards

2.5 Achieve awarding body status by maintaining delegated authority

The Institute will continue to ensure that all programmes are nationally recognized on the National Framework of Qualification (NFQ) The Institute will increase the level of professional and statutory accreditation to ensure that programmes are relevant, current and will ensure 'enhanced and desired progression'. IT Sligo will maintain our objective of achieving Awarding Body status from Quality and Qualifications Ireland (QQI).

#	Action	Performance Indicators	Date	Lead person/s
1	Complete Institutional Review process	Successful outcome of the Institutional Review process	Q3 2018	Schools/Registrar
2	Fully implement the programme approval/validation process	100% compliance	Q3 2018	Schools
3	Increase number of programmes with full professional and statutory accreditation	10% Increase in number of programmes	Q3 2018	Schools
4	Increase number of programmes with elements of professional and statutory accreditation	10% Increase in number of programmes	Q3 2018	Schools

3.0 Objectives for Research, Development and Innovation

The Institute has made significant strides in developing a strong research base. There is a growing body of staff actively engaging in research across many fields. To meet the ambitious objective of becoming a Technological University, we must continue to support such activities. We must increase our research and development support for industry and become even more actively engaged with employers and employment sectors. Fostering innovation and entrepreneurship in students is vital for the next generation of new businesses.

3.1 Enable more students and staff to conduct research

The Institute will increase the level of Research, Development and Innovation (RDI) infrastructural supports for students and staff. New supports will lead to an increase in the number of staff and students actively engaged in research across all levels and an increase in the number and impact of RDI outputs.

#	Action	Performance Indicators	Date	Lead person/s
1	Deliver training course for postgraduate supervisors	Number of research training courses provided	Q3 2018 &	Research Office/CELT
		Number of staff actively supervising L9 and L10 research students	Ongoing	Research Office
		Number of staff with PhD or equivalent (to achieve a minimum of 45% of staff delivering programmes leading to an award at Level 8-10)	Ongoing	HR
2	Develop infrastructure and capital resources to support target postgraduate numbers	Research space (m2) matched to postgraduate enrolments	Q1 2018	Executive Committee
		Level 9 and 10 research enrolments (to be a minimum of 4% of level 8-10 enrolments)	Q4 2017 & annually	Registrar
		Research funding income increase by 10% annually	Q1 2019	Research & Innovation (R&I) Committee
		Biweekly research seminars	Q3 2018	R&I committee
		Minimum of one annual research conference	Q2 2019	R&I committee
		Examples for collaborative research projects across the Connacht-Ulster Alliance that strengthen the research activity in the region.	Q2 2019	R&I Committee
3	Ensure dedicated space to support Strategic Research Centres (SRC) and Recognised Research Groups (RRG)	Quantify capital investment in research space and equipment	Q1 2018 & ongoing	Estates
4	Develop a time allocation procedure and a budget to allow staff members to prepare and submit publications, supervise postdoctoral researchers, and to submit grant applications	Procedure agreed and budgeted, with reference to: > total quantifiable hours allocated to research > number of external funding proposals submitted and number successful > publications recorded by google scholar index > Sabbatical leave policy	Q2 2018	Executive Committee
5	Allocate a conference budget to specific publication outputs	Conference budget managed by Heads of School linked to publication output (criteria-based).	Q2 2018	Executive Committee
6	Develop structured Research Masters and PhD programmes	Number and % postgraduate students registered Number of Post-Doctoral Researchers working on structured research programmes	Q4 2018 & ongoing	Registrar
7	Propose a competitive fee waivers to stimulate research in new areas	Process to grant fee waivers developed and agreed	Q2 2018 & ongoing	Research Office
8	Review Capacity Building Fund budget in parallel with expansion of postgraduate numbers	Capacity building budget	Q2 2018 & ongoing	Research Office

3.2 Gain international recognition in key research areas

The Institute has three active Strategic Research Centres (SRCs), in Environmental Science, in Precision Engineering Manufacturing & Materials and in Social Professions. In addition, there are five Recognized Research Groups. The Institute will support its research centres and groups to build a strong international reputation for the Institute, as evidenced by publications and international collaborations, in key research areas.

#	Action	Performance Indicators	Date	Lead person/s
1	Consider the establishment of additional Strategic Research Centres that meet published criteria and that deliver the TU metrics	Criteria for Recognised Research Groups to become Strategic Research Centres	Q2 2018 and 2019	Research Office
2	Review existing Strategic Research Centres and Recognised Research Groups performance	Annual performance report on SRCs and RRGs against agreed criteria, including: > Collaborative funded projects with international partners > Publications in international conferences proceedings > Publications in international journals	Q4 2017 & annually	Research Office
3	Build national and international active research alliances in key areas	List of active research alliances	Q1 2018	Research Office

3.3 Apply creative talent to develop innovative design solutions and increase contract and applied Research Development and Innovation (RDI)

In becoming a Technological University, the Institute will continue to increase the level of RDI supports it provides to industry. These supports typically include, problem solving, training and education and the encouragement of more staff to engage in commercial research and company projects.

#	Action	Performance Indicators	Date	Lead person/s
1	Increase number of innovation vouchers, Enterprise Ireland (EI) partnerships and Commercialisation Fund grants	Number of EI vouchers and partnerships increased by 20% annually New partners participating in enterprise development programmes	Q3 2018 & annually	Innovation Office & Research Office
		Knowledge transfer index (Spinouts+ patents+ licences+ companies supported +Memorandum of Understandings)	Q3 2018 & annually	
2	Support new business start-ups from across the region	> Occupancy of Innovation Centre(IC) and Building Block (BB)	Q4 2017	Innovation Centre Manager
		> Support for start-up companies	Q4 2017	Innovation Centre Manager
		> Number of alumni companies still trading after 5 years	Q4 2017	Innovation Centre Manager
3	Develop mechanisms to apply the creative talent of staff and students to develop innovative solutions for industry	Number of collaborative projects with industry being carried out by staff or students Contract Research Unit (CRU) type model operating across a wide range of discipline areas	Q2 2018 and annually	Innovation Office & Research Office

3.4 Promote Institute Research, Development and Innovation (RDI) to stakeholders and market Institute achievements

It is important that the public, the academic community, state agencies and employers are made aware of the RDI activities of the Institute. Employment in research and development will be promoted as a career path for graduates with a view to creating job opportunities and to encouraging new RDI to business start-ups in the region.

#	Action	Performance Indicators	Date	Lead person/s
1	Embed 'Current Issues' and 'Case Studies' topics in programmes to promote RDI	Number of students progressing to research programmes in IT Sligo and elsewhere.	Q4 2018 & annually	Programme Boards
2	Undergraduate event to promote IT Sligo research i.e. research showcase/ postgraduate seminars; postgraduate conferences	Number of RDI promotional events targeted at undergraduates annually.	Q2 2018 & annually	Academic Council & Research Office
3	Resource the promotion of industrial and external RDI engagement to external stakeholders	Contract Research Unit (CRU) performance Number of collaborations with industries and organisations 3 promotional events annually Coverage of RDI in national and international media One external stakeholder event on campus each year	Q1 2018 & annually	Innovation Office & Research Office
4	Form an industry liaison group	Minutes of industry group and Regional Skills Forum List of equipment and skills to be visible on employer services site	Q2 2018 & annually	Innovation Office and Heads of School

4.0 Objectives for Partnership and External Engagement

The main stakeholders for external engagement are 2nd level educators, employers, community and alumni. Each of these is important to the Institute – both in acting as a source of new students and as advisors in the development of the academic portfolio and the curriculum. Over the coming years, the Institute will build on its existing relationships with these stakeholders to be widely recognised as an active and engaged entity in the region, supporting sustained education, employment and communities.

4.1 Build stronger partnerships with 2nd level Schools/Education Training Boards (ETB) and other Higher Education Institutions (HEI)

The Institute will provide better 'joined-up education' and 2nd chance education opportunities from Levels 5 to 10 and will enhance career guidance teacher's understanding of programmes on offer at Levels 6 to 8.

#	Action	Performance Indicators	Date	Lead person/s
1	Hold annual meetings between IT Sligo and 2nd level schools, regional ETBs, and schools in Northern Ireland in order to develop joint recruitment plans	Joint recruitment plan developed and agreed	Q2 each year	Registrar
2	Develop MOUs with 2nd level/ETBs with a focus on pathways into IT Sligo and to providing greater access to our facilities to 2nd level educators	2 MOUs per year Number of academic staff visiting schools Number of events for 2nd level schools and ETBs in IT Sligo 1 new 2nd level provider using IT Sligo teaching facilities	Q4 2018 & annually Q2 2018 & annually Q4 2018 & annually Q2 2018 & annually	Registrar
3	Develop and deliver summer bridging programmes and short summer courses	100 students (2018) 500 students (2022)	Q2 2018	Registrar
4	Provide effective marketing to career guidance teachers/technical teachers/science teachers/business teachers etc. in relation to IT Sligo's portfolio	5 events per year	Q2 each year	Marketing Office
5	Strengthen the support/advisory service for applicants who are exploring a '2nd chance' opportunity to obtain an higher education award	3% increase in the number of mature and 2nd chance enrolments annually	Q4 2018	Marketing Office and Admissions office
6	Increase the number of cross-border partnerships with other HEIs, FE colleges, industry and communities	1 new partnership annually	Q2 2019	Head of Research, Innovation & Engagement
7	Develop collaborative projects with our TU partners	2 new projects per year	Q2 each year	Registrar
8	Collaborate with the West-North-West Cluster and other such clusters in building towards becoming a TU	Achievement of annual targets for any cluster projects that contribute to the TU objectives	Q2 each year	Registrar

4.2 Build stronger partnerships with employers

The Institute will work with key regional employers to identify their needs. It will respond by developing and flexibly delivering executive/ bespoke education across all levels. The Institute will work closely with the creative and cultural communities to support this as a viable sector. Regional SMEs will be proactively supported by providing a one-stop-shop development center for regional business productivity and innovation.

#	Action	Performance Indicators	Date	Lead person/s
1	Establish an External Engagement Centre for employers and communities (see 4.3/2)	Establishment of the centre	Q4 2018	Executive
2	Procure and implement a central Customer Relationship Management (CRM) database that captures company linkages through online programmes, work-placements, graduate employment and other forms of engagement such as guest lectures and collaborative projects	4 functions using the CRM All functions using the CRM 5,000 on alumni data base	Q2 2018 Q2 2022 Q1 2018	Head of Innovation and IT Services Manager
3	Form an industry liaison group	Meet annually	Q2 each year	Heads of School/ Research, Innovation & Engagement Function
4	Careers Office to meet with employer HR teams to build awareness of graduate suitability for employment in specific employment sectors	Meet annually	Q2 each year	Careers Office/ Research, Innovation & Engagement Function
5	Establish and grow industry sponsorship of awards and events	5 new events / sponsorship per year	Q2 each year	Head of Innovation/ Heads of School/ Heads of Department

4.3 Build stronger partnerships with communities

Engagement with the wider community is important in maintaining the relevance of the Institute as the main provider of higher education in the region. The Institute will support the development of non-profit, local government and other communities through education, innovation & engagement activities.

#	Action	Performance Indicators	Date	Lead person/s
1	Encourage and acknowledge staff contributing to engagement in the community.	Process developed to encourage staff to engage externally Annual event to acknowledge staff's external engagement	Q2 2019 Q2 annually	HR
2	Establish an External Engagement Centre as a single point of contact for industry and communities (see 4.2/1) – develop policies, procedures, events etc. to > be the preferred go-to 3rd level partner > reduce barriers to access > public talks and events to bring people in > disseminate knowledge and expertise	An External Engagement Centre established External Engagement Centre in operation	Q2 2018 Q2 2019	Research Innovation & Engagement Function
3	Student volunteerism to be recognised and rewarded	Process for official recognition of volunteerism for all students to be developed & implemented	Q3 2019	Registrar
4	Communicate and promote IT Sligo activities	Publish statistics in annual report Media reports of activities	Ongoing	Communications Manager
5	Engage with regional creative and cultural communities	2 projects to support creativity and culture in the region annually	Q4 2018 & annually	Research Innovation & Engagement/ School of Engineering & Design

4.4 Build stronger partnerships with alumni

The Institute has over 20,000 alumni working across the globe. This is a huge and largely untapped resource. The Institute will develop alumni networks and will leverage these for the benefit of existing students and the region.

#	Action	Performance Indicators	Date	Lead person/s
1	Build an alumni network and provide a support service to alumni to allow them to link with each other and to stay in touch with developments within IT Sligo	Alumni database (from 1970)	Q4 2017 & annually	Registrar / Heads of School
		Graduate profiles to be showcased as alumni ambassadors on public media (online & printed)	annually	Communication Office/ Marketing Office
		Number of graduates engaging with students to identify career paths, graduate employment, and act as guest lecture, provide real life case studies, research collaboration opportunities	Q4 2017 & annually	Heads of School/ Careers Office
2	Promote KonnectAgain™ as alumni social media platform	10,000 alumni on KonnectAgain™	Q2 2019	Head of Innovation and IT Services Manager
3	Produce an alumni newsletter/ezine	1 per semester	Q1 2018	Communications Manager
4	Set up Alumni Committee and develop an operating plan, e.g. engaging with alumni through KonnectAgain™	Meet once per semester	Start Q4 2017	Head of Research Innovation & Engagement

5.0 Objectives for shaping and influencing economic, social and cultural development

To positively influence the economic and social growth of the northern and western regions, the Institute will become more active in national debates and policy development. Achieving the Institute's ambition to become a TU is dependent on active collaboration with other higher education institutions.

5.1 Contribute to national & regional stakeholder policies in order to develop the economic and social growth of the Northern and Western Regions and to positively influence the Institute's Technological University (TU) objective

Management and staff of the Institute will become more actively involved in the development of regional and national policies and plans, beyond the immediate educational remit. The Institute will be recognised as an active participant in such developments. The Institute will become a place where meetings on issues of national and international interest and concern are held and issues openly discussed and debated.

#	Action	Performance Indicators	Date	Lead person/s
1	Engage in regional and national discussions and collaborations to strengthen the likelihood of the Institute attaining TU status	Attainment of the TU criteria Stage 3 approval to progress to apply for TU status Stage 4 submission for TU re-designation TU Act	Q3 2021 Q2 2018 Q4 2021 Q4 2018	President President President THEA
2	Identify and engage with the key influencing bodies and stakeholders that affect economic and social development	Database of regional and national influencing bodies and their board members developed and maintained Database of participation rates in regional development groups such as IBEC, County Economic Fora, Northern & Western Regional Assembly (NWRA), Western Development Commission (WDC)	Q1 2018 Q2 3018 & annually	Research Innovation & Engagement/ Academic Council Head of Strategy and Planning
3	Establish baseline of current staff on influencing bodies and set a target to increase this	Database of staff that participate on influencing bodies developed and maintained Plan to increase the level of engagement developed	Q4 2018 Q4 2018	Head of Research Innovation & Engagement/ Academic Council
4	Develop key central messages on economic and social development of the region. Disseminate these widely so that all staff will articulate these consistent messages at any appropriate fora	Agreed 3 -4 messages Disseminate the messages to all staff	Q1 2019 Q1 2019	Head of Research, Innovation & Engagement/ Academic Council
5	Create a presence across the region - roadshows / pop up shops, company engagement and support offices where appropriate	Activity in one new location per year	Q2 2019	Innovation Manager and Marketing Office
6	Respond to consultation calls for the development of regional and national policies and strategies related to Higher Education and regional development	Database of consultation documents responded to and sessions attended	Q3 Annually	Executive Committee

5.2 Support and promote social entrepreneurship, business start-ups and development in the region

In addition to receiving a discipline specific qualification, it is important that graduates have experience of entrepreneurship. If we are looking to these graduates to be the next generation of new business creators in the region they need to be well prepared. The Institute will create a culture of entrepreneurship among students. Staff will work with students to engage with employers and the community on voluntary and professional projects.

#	Action	Performance Indicators	Date	Lead person/s
1	Provide pro-bono training for community groups in areas such as governance, ethics, etc. to build capacity in the community and social entrepreneur sectors	Number of training programmes delivered, and list of attendees	Q3 2019	Academic Council
2	Develop a strategy for campus engagement to increase interaction with local communities	Provision of staff training on how to engage with and support social entrepreneurship Number of staff training programmes delivered, and list of attendees	Q3 2019 & ongoing	HR
3	Promote ethically responsible behaviour amongst students to ensure that the region develops into a better place to live and work for all	Programmes with ethically responsible behaviour incorporated into the curriculum	Q3 2019 & ongoing	Programme Boards
4	Build the capability to contribute to regional developments based on international best practice	Number of staff attending international conferences on regional development	Q2 2018	President

5.3 Enable greater engagement between agencies and public sector bodies

Ireland is recognised as a having a good support structure for new business start-ups and for growing existing businesses, including foreign direct investment companies. The Institute has existing working relationships with employer organisations and state agencies in the spheres of education and economic development. These relationships will be further developed so that employers and state agencies are aware of the services provided by the Institute, and that the Institute is the acknowledged 'go-to' place for these services in the region.

#	Action	Performance Indicators	Date	Lead person/s
1	Establish the Institute as an ideas hub / exchange, through our programme of engagement activities	Number of new business start-ups operating from the Innovation Centre Annual review of business conducted with national economic and social development agencies Annual report of engagement activities	Q1 2018 & ongoing	Head of Innovation
2	Identify opportunities to connect different organisations / agencies / community groups / social entrepreneurs to enhance the development of the region as a place to live and work in	2 community-based events annually	Q3 2019 & ongoing	Head of Research, Innovation & Engagement

6.0 Objectives for Organisation and Governance

It is important that the Institute maintains good standing with the Higher Education Authority and the Department of Education and Skills, particularly as it has an ambitious plan for both growth in student enrolments and in becoming a technological university. The Institute will continue to provide the resources that meet the needs of staff and students. A fundamental requirement in doing this is to ensure that students, staff members, and external stakeholders are aware of these ambitions and are kept informed of developments.

6.1 Deliver the actions of the plan

The Institute will need to plan for the provision of the staff, facilities and structures in order to scale up to a student population of 10,000 within 5 years. Similarly, resources will need to be provided to meet TU criteria and to support collaboration across the TU consortium. This will require a new organisational structure and a financial plan to provide the necessary resources in a timely manner.

#	Action	Performance Indicators	Date	Lead person/s
1	Conduct an analysis of student projections and generate financial planning scenarios to meet these objectives, taking into consideration the diverse student profile	Financial plan to resource the strategic objectives Review and report on the financials for each programme An operational plan based on projected enrolments by Full-time, Part-time by school, that is meeting the enrolment targets	Q4 2017	Secretary/Financial Controller Executive Committee
2	Implement a new organisational structure to meet the needs of staff and students to deliver the actions of the plan and to be responsive to stakeholder needs	Capacity planning – staff and facilities resources – linked to student targets	Q1 2018	Executive Committee
3	Review of the Strategic Plan against performance indicators	6-montly report to Governing Body Annual Review of feedback from internal and external stakeholders to assess the effectiveness of the Strategic Plan Presentation of School Strategic Plans to Governing Body	Q4 2017 & 6 monthly Q3 annually Annually	Executive Committee President Heads of School

6.2 Develop a green campus providing an innovative and inspiring teaching and learning environment

The IT Sligo campus is recognised nationally as an exemplar. Over the coming years, the Institute will develop the campus as a greener facility. The concept of 'green' will be included in the core curriculum.

#	Action	Performance Indicators	Date	Lead person/s
1	Reconvene green campus committee; get feedback on initiatives and broaden remit	Committee reconvened	Q4 2017	Academic Council
2	Achieve green flag status	Green flag achieved	2020	Green campus committee
3	Create a social environment and communal areas for staff and students to meet	Collaborative environments & communal spaces provided	Q4 2018	Estates
4	Develop a sports strategy	Sports strategy developed At least 1% students attribute their enrolment due to sports scholarships	Q1 2018	Working Group

6.3 Promote equality, diversity and inclusion and provide for staff well-being and work-life balance

As part of the continuous professional development programme for academic and non-academic staff, topics will be included on equality and diversity. An appreciation of quality of life at work will also be developed through staff training. In particular, the Institute will apply for Athena Swann Bronze status as a first step towards developing a culture of equality and diversity.

#	Action	Performance Indicators	Date	Lead person/s
1	Externally hosted staff satisfaction survey (e.g. trust, well-being & work life balance) to prioritise initiatives	Employees Survey completed and actions agreed Subsequent surveys	Q2 2018 2020, 2022	HR/SFC
2	Working group to implement actions prioritised from (1) above	Working group established	Q1 2018	HR/SFC
3	Agree institute-wide equality and diversity policies and an implementation plan	Policies and plan agreed	Q3 2018	Working Group/ Governing Body
4	Working group to achieve gender equality standards	Athena Swan Bronze Award achieved	Q1,2020	HR

6.4 Continue to provide robust governance, accountability and appropriate processes

The Institute will continue to be a publically funded organisation, focussed on facilitating access to higher education across the region and the country. At the same time, the Institute will ensure that it is compliant with its governance responsibilities and, in particular, that it will remain financially balanced. A programme of business process improvement will be implemented and risks associated with implementing the actions of the plan routinely assessed.

#	Action	Performance Indicators	Date	Lead person/s
1	Ensure that the Institute remains in good standing as a publically funded body	Maintain a 3% surplus annually Increase the percentage of non-exchequer funding by 10% of overall income Compliance with statutory reporting requirements and corporate governance responsibilities	Annually Q3 2021 Annually	Secretary Financial/ Financial Controller
2	Maintain and manage an ongoing risk register and internal control framework	Up to date risk register and Internal Controls Framework developed and maintained (to be shared with staff).	Q4 2017	President/Executive Committee/Governing Body
3	Develop an operational transformation programme based on a review of business processes (prioritised based on risk)	1 new domain of business processes improved per year	Q3 2018, Pilot	Secretary/Financial Controller (Registrar - Academic)
4	Review of institute data requirements and definition of rules in the context of the new Data Protection Regulations and Guidelines	New Data Protection Guidelines and Regulations implemented All policies and procedures reviewed and updated	Q2 2018 Q3 2022	Data Protection, IT Services and Communications Manager
5	Develop an open data access policy	Open data access policy and infrastructure to make the relevant data available in standard formats	Q4 2020	Secretary/Financial Controller (Registrar - Academic)
6	Continue to develop Intranet/staff portal	Document management system introduced (e.g. QA policies and procedures, HR policies procedures, minutes of meetings etc.)	Q2 2021	Secretary Financial Controller(Registrar - Academic)
7	Review the Institute's system of governance management and compare to international best practice (e.g. SWIFT system)	A report on the Institute's system of governance Recommendations to enhance the system of governance	Q4 2018 Q3 2019	Secretary/Financial Controller

6.5 Improve evidence-based information systems to inform decision making

The Institute will develop its internal learning and will encourage staff to voice new ideas. Systematic involvement of, and consultation with stakeholders will inform decision making. The Institute will facilitate a culture of managing risk; pilot testing, 'fail-fast often'. Analysis and reporting of data will become common practice in decision making, informing and underpinning resource allocation.

#	Action	Performance Indicators	Date	Lead person/s
1	Embed a culture of applying relevant data to inform decision making	Survey of senior managers on their use of evidence based decision making developed and carried out	Q3 2018	Senior Management Group
2	Build a set of learning analytics – e.g. student engagement, progression, completion rates etc.	Establishment of an institutional research function to mine data and analyse trends and external benchmarking Dashboard to identify key metrics such as student engagement, progression, and completion rates etc. developed and agreed	Pilot, rollout 2018	Head of Research, Innovation & Engagement
3	Develop business process improvement structures and mechanisms	Key learning that has informed improvements in processes to be shared across the organisation	Q3 2018	Executive Committee and Governing Body

6.6 Improve communication processes within the institute

The Institute will develop an internal communication mechanism to ensure appropriate information and consultation between management, staff and students, and will ensure that committees and fora are managed effectively. The Strategic Plan will be disseminated in public areas across the Institute.

#	Action	Performance Indicators	Date	Lead person/s
1	Develop an internal communication policy and implementation plan	Communication policy agreed and implemented	Q4 2017	President/ Communication Manager
		1 discussion style 'town hall' meeting annually	Q2 2018	
		Schedule of meetings such as School & function meetings, line manager meetings, programme boards etc. to be made available to all	Q4 2018	
2	Improve showcasing achievements in public areas and communicate successes	Mechanism for showcasing events developed and agreed	Q2 2018	President/ Communication Manager

In dreams
begins
responsibility.

- WB Yeats

IT Sligo

An Institiúid Teicneolaíochta, Sligeach

Ireland's European Structural and
Investment Funds Programmes
2014-2020

Co-funded by the Irish Government
and the European Union