![MTU logo] Munster Technological University
Ollscoil Teicneolaíochta na Mumhan

Our Shared Vision

Strategic Plan 2022-2027

mtu.ie

Contents

1. Foreword

As President of Munster Technological University, it gives me great pleasure to present you with the first MTU Strategic Plan - Our Shared Vision to 2027. This is an historic milestone for the staff and students of MTU as we work together to become a truly great, internationally competitive technological university.

MTU was established on the first of January 2021 and subsequently engaged in a period of transition and transformation. MTU is now at an important stage of this programme with the development of a Strategic Plan that will progress our mission to lead change and, through education, empower people for a successful future in a globalised world.

This Plan was developed in the wake of enormous challenges posed by the global pandemic. That experience reinforced the requirement of the Plan to be flexible and responsive. As we implement the Strategic Plan, we will do so with the understanding that this is a living document. As such, it allows and expects agility in MTU's response to changes both externally and internally.

The development of this Strategic Plan was led by MTU's Executive Team. We adopted an approach of positive disruption, encouraging Executives to lead in areas outside of their usual portfolio. The creation of this Plan involved a collaborative effort across our internal MTU teams including our dedicated staff and students with additional input from key external stakeholders. In the Summer of 2022, the Governing Body of MTU endorsed the Strategic Plan.

I would like to sincerely thank all contributors to this Strategic Plan for embracing the theme of positive disruption, and for contributing so much of their time to the workshops that developed the strategic themes, agreed strategic objectives, enablers, differentiators, and key performance indicators.

Our Strategic Plan is ambitious, and it is this ambition that will help us progress through the next stage of our transformation. Together, we can bring this Strategic Plan to life and reach our full potential as MTU takes its place in history as the newest university in Ireland's South West.

Professor Maggie Cusack, FRSE

President
Munster Technological University

"This is an historic milestone for the staff and students of MTU as we work together to become a truly great, internationally competitive technological university ."

PROFESSOR MAGGIE CUSACK, FRSE

2. The South West Region

The South West region of Ireland is a true reflection of modern Ireland. To its east, is Cork city, a nexus for foreign direct investment, indigenous business development, cultural and artistic expression. To its west, a more rural character, with a density in micro enterprise, niche and large-enterprise, rich in culture and heritage.

The South West features significant strengths in its contribution to GDP, employment and R&D across industries such as; pharma, med-tech, engineering, financial services, information and communications technology, agri-tech, tourism, manufacturing, food and life sciences.

The South West is set to realise a significant expansion in its population and enterprise activity. The region will be an exemplar of sustainable development and growth across enterprise, community, and society.

MTU is ready to serve to empower and enhance the region to meet the demands for the future through all its endeavours.
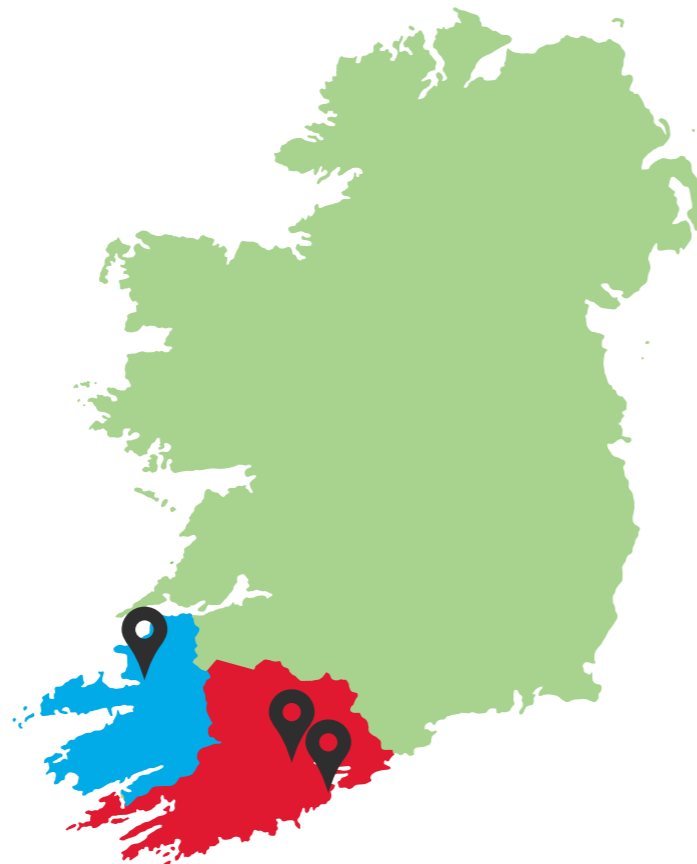
Cork Campuses:
Cork City - Bishopstown, Crawford College of Art & Design and Cork School of Music

Ringaskiddy - National Maritime College of Ireland

Kerry Campuses:
Tralee Town - North & South Campus

3. Vision, Mission and Values

Our Values:
'We are inclusive, engaging, dynamic and bold'

Our Shared Vision:
'To lead transformation through education'

Our Mission:
'To lead change and, through education, empower people for a successful future in a globalised world'

These organisational values guided and supported the establishment of MTU and our vision *'To lead transformation through education'*.

During the MTU Transformation Journey 'Succeeding Together' we identified the following shared values through a Culture Values Assessment initiative:
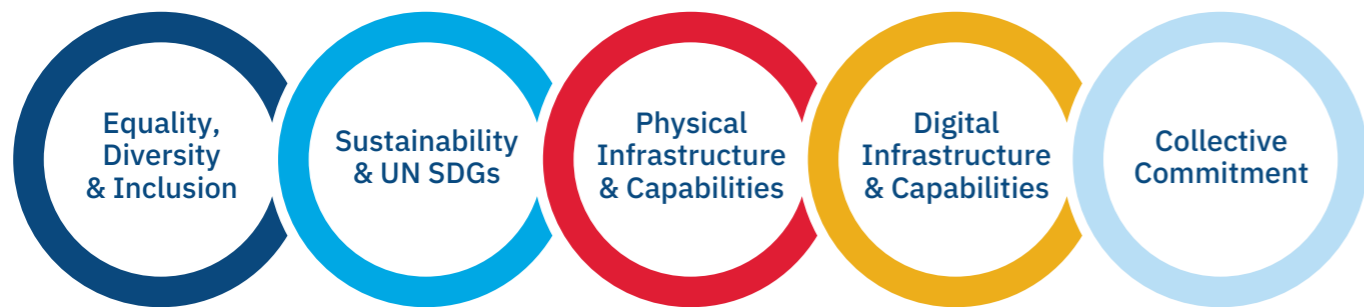
Responsibility & Ownership, Teamwork, Cooperation, Balance (Home/Work), Continued Digital Transformation, Improved Processes / Fewer Silos, and Creativity.

Once we start implementing this strategy these values may be revisited after any future Culture Values Assessments to ensure overall alignment.

MTU STRATEGIC PLAN 2022-2027

Strategic Enablers

- Equality, Diversity & Inclusion
- Sustainability & UN SDGs
- Physical Infrastructure & Capabilities
- Digital Infrastructure & Capabilities
- Collective Commitment

Research, Innovation & Entrepreneurship Ecosystem

- ✔ Embed, grow and lead research and innovation
- ✔ Attract & retain talent
- ✔ Celebrate & publish outcomes
- ✔ Impactful & multi-disciplinary research for regional & global benefit
- ✔ Nurtured entrepreneurial mindset

Leading Regional Development

- ✔ Partner of choice
- ✔ Community engaged
- ✔ Mutually beneficial initiatives and goals
- ✔ Leveraged digital connectedness
- ✔ Thought leadership

Learner Education & Experience

- ✔ Fexible Curriculum
- ✔ High Quality Programmes
- ✔ Excellence in teaching, learning, assessment and engagement
- ✔ Digital learning for enriched experience and inclusive access
- ✔ Learners equipped to succeed
- ✔ Work ready graduates

People & Community

- ✔ Employer of choice
- ✔ Progression of our people
- ✔ Investing in Continued Professional Development
- ✔ Attract diverse talent
- ✔ Pride & belonging
- ✔ Contribution to community
- ✔ Health & well-being

Global Outlook

- ✔ Global graduate and citizen
- ✔ Global mobility
- ✔ Attractive and welcoming
- ✔ Global network and collaborative partnership
- ✔ Enhanced global visibility and reputation

4. Summary of Strategy

Following an extensive engagement and consultation process the MTU strategy 2022-2027 was developed and comprises of the five key themes:

1) LEARNER EDUCATION & EXPERIENCE

2) PEOPLE & COMMUNITY

3) RESEARCH, INNOVATION & ENTREPRENEURSHIP ECOSYSTEM

4) LEADING REGIONAL DEVELOPMENT

5) GLOBAL OUTLOOK

The strategic themes are supported by the following key strategic enablers. These strategic enablers will guide and support MTU in everything we do and facilitate the implementation of the strategic plan to ensure the ongoing success of the organisation. The key strategic enablers are:

1) EQUALITY, DIVERSITY & INCLUSION

2) SUSTAINABILITY AND THE UN SUSTAINABLE DEVELOPMENT GOALS

3) COLLECTIVE COMMITMENT TO A MULTI-CAMPUS TECHNOLOGICAL UNIVERSITY

4) DIGITAL INFRASTRUCTURE AND CAPABILITIES

5) PHYSICAL INFRASTRUCTURE & CAPABILITIES

4.1 Stakeholders

Students

Staff

Governing Body

Executive Team

Staff Unions

Higher Education Authority (HEA)

Department of Further and Higher Education, Research, Innovation and Science (DFHERIS)

Guardians & Potential Students

Schools & Education Training Boards (ETBs)

Political representatives

Suppliers

Industry/Joint venture partners

Partners/ Competitors/ Employers

Alumni/Patronage

Communities & Community Groupings

Career Advisors/Professionals

Industry & Community Associations

Media

5. Strategic Enablers

Equality, Diversity & Inclusion

1

Physical Infrastructure & Capabilities

5

Strategic Enablers

2

Sustainability and UN-SDGs

4

Digital Infrastructure & Capabilities

3

Collective Commitment to a Multi-Campus Technological University
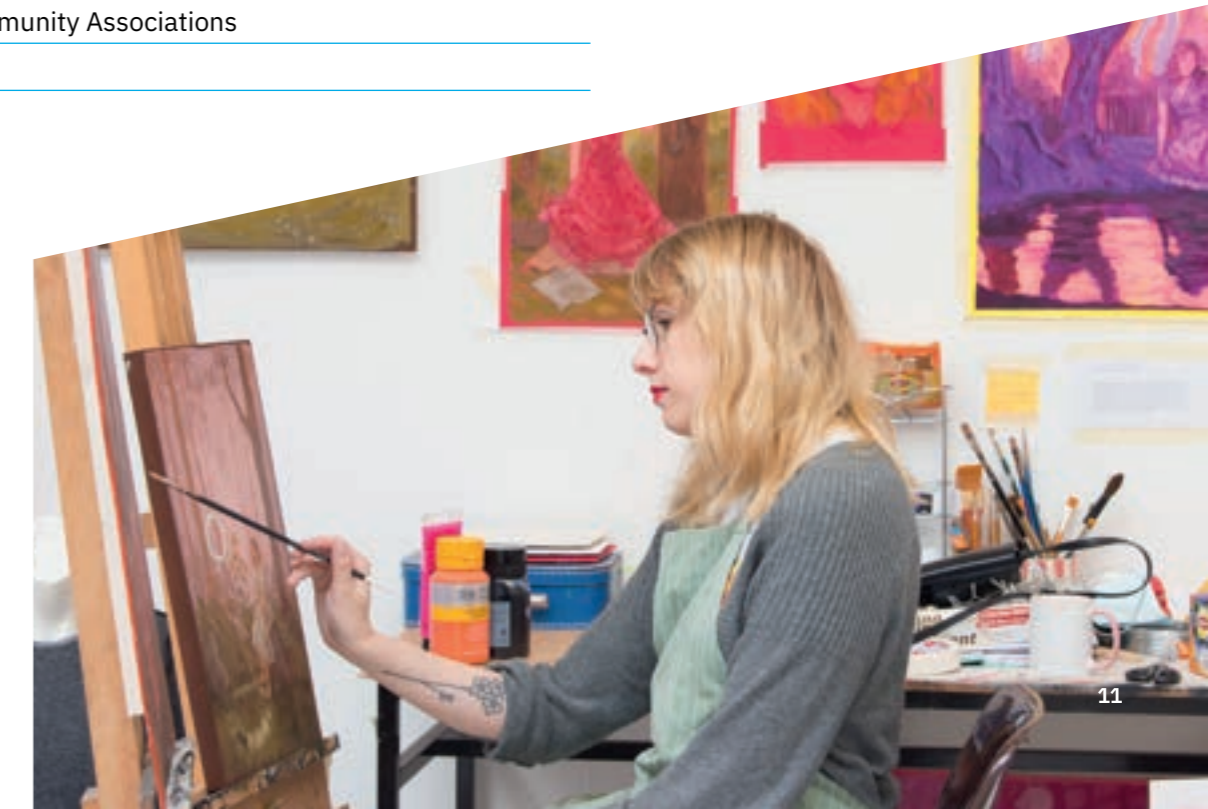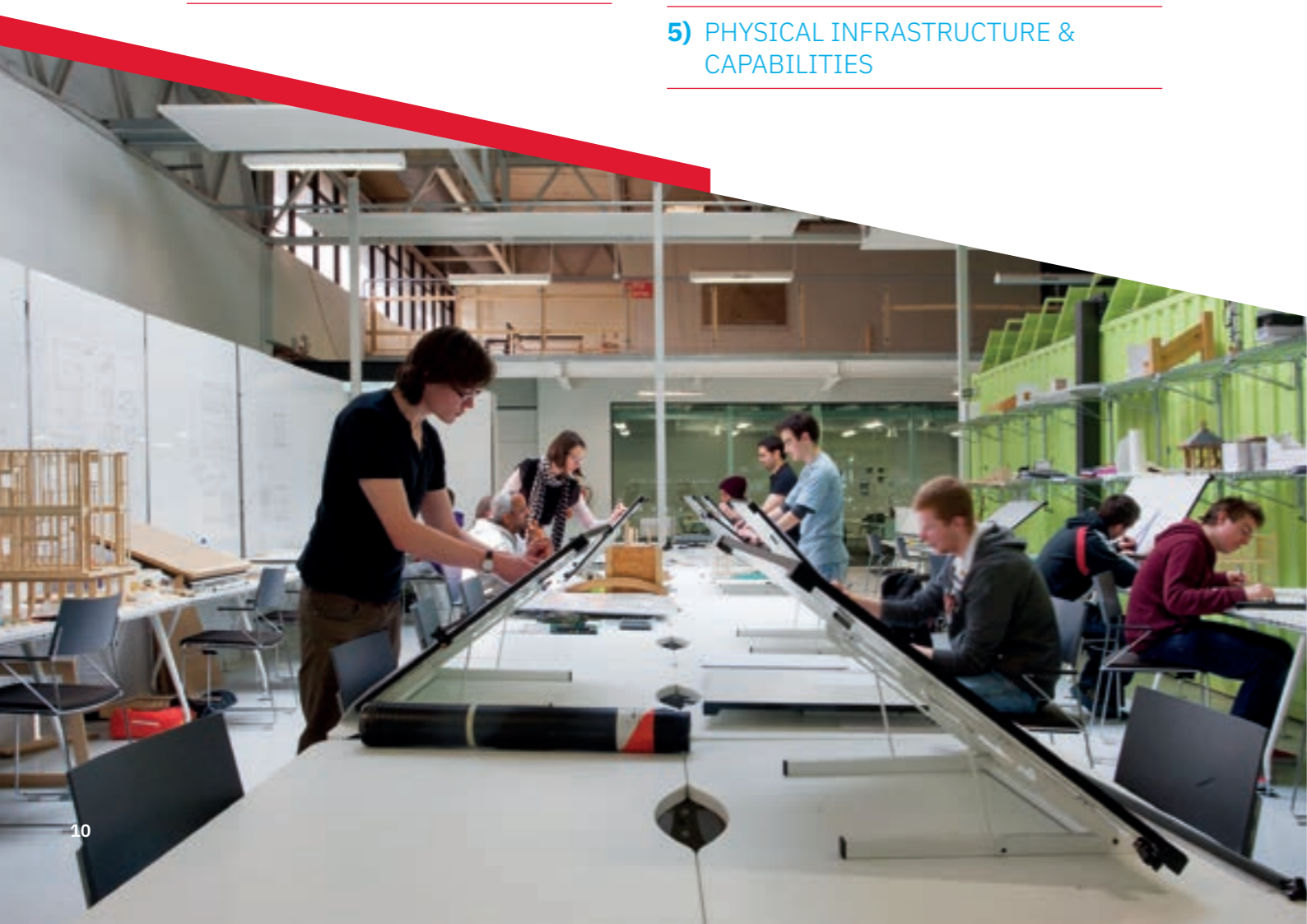
5.1 Equality, Diversity & Inclusion

MTU is committed to creating a positive culture which recognises and reflects the dignity of each member of the MTU community, by promoting the benefits of inclusion and inclusive attitudes, embracing diversity, encouraging each person to reach their potential, and fostering social inclusion and equality. The staff and students of MTU are its greatest assets and all members of the University community should expect to be able to excel, and to be respected and valued for their unique perspectives, traditions, and contributions.

MTU is committed to promoting equality and diversity throughout our university community. We challenge and do not tolerate harassment, discrimination, prejudice, or stereotyping. MTU welcomes diversity and is committed to inclusiveness, valuing the perspectives and contributions of all members of our community.

MTU commits to providing equity of access and participation in life-long education regardless of gender, civil status, family status, sexual orientation, religion, age, disability, race (which includes nationality or ethnicity), membership of the Traveller community, or socio-economic background. MTU commits to enabling access to students who experience socio-economic

disadvantage, students who have a disability and students from sections of society significantly underrepresented in the student body to date. MTU enables equity of access and participation to these groups through its Admissions Policy and Equity of Access and Participation Policy.

In keeping with the University's person-centred focus, MTU is committed to advancing equality, equality of opportunity and gender equality, and to providing the highest quality academic and working environment where there is mutual respect and dignity, and all are treated in a fair manner that is free from discrimination, harassment, and victimisation. All MTU staff and students are entitled to enjoy a safe and positive experience at university, underpinned by mutual respect and trust where all staff and students can achieve their full potential. MTU works to ensure equality of all, publicly demonstrating this commitment through accreditations such as Athena Swan, Age Friendly University and White Ribbon. This is underpinned through policies such as the Dignity and Respect Policy, the Gender Identity & Gender Expression Policy, and the Equality Diversity and Inclusion Policy.

5.2 Sustainability and the United Nations Sustainable Development Goals (SDGs)

MTU acknowledges the vast scale of the current environmental challenges. MTU aspires to be a sustainable and climate-change leader regionally, nationally, and internationally by collaborating through education, research, innovation and influence. MTU aims to bring about a sustainable and fundamental change in behaviour and influence a best practice culture across the University, on all campuses through embracing the UN SDGs.

MTU will embrace Education for Sustainable Development as an integral element of the SDG on quality education as a key enabler of all the other SDGs. MTU staff and graduates will be ready to tackle the complex sustainable development challenges. Across disciplines, learners will have the mindset, specific knowledge, and skills to contribute to the SDGs and positive societal change.

MTU will by *"2030 ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development".[1]*

MTU's culture will facilitate staff, learners, and our wider community in fulfilling their potential with dignity and equality. MTU recognises and will seek through our work and practices to remedy societal challenges such as poverty, barriers to accessing human rights, and gender inequality. Through the implementation of our strategic plan, and our university wide policies, MTU will embrace approaches, and our university wide policies, to encourage and ensure sustainability across MTU.

1. UNESCO SDG Agenda 2030

5.3 Collective Commitment to a Multi-Campus Technological University

MTU recognises the challenges of bringing together two Institutes of Technology, each with their own histories and cultures. Our objective is to create an integrated Technological University with a single identity while respecting the identities of each founding institute and their respective campus locations.

MTU will take into account the campus-specific history, identity, and culture. Through our Transition and Transformation activity MTU will achieve a balance between the institutional governance necessary for the delivery of a consistent university-wide experience and the provision of sufficient autonomy to facilitate local campuses serve the needs of their students and other regional stakeholders.

MTU will:

• Ensure an inclusive organisational culture.

• Focus our corporate integration on items such as governance structures, policies, systems, legal, and compliance processes.

• Develop university-wide policies and processes.

• Create and promote an equivalent student experience on every campus of MTU.

• Upgrade and invest in state-of-the-art physical and digital infrastructure and IT services for MTU. This will enable the delivery of a high-quality student learning experience across multiple campuses.

• Develop cross university organisational structure, committees, and councils as an essential means to enhance shared and inclusive decision-making, collaboration, and communication.

5.5 Physical Infrastructure & Capabilities

MTU's Master-planning and Physical Infrastructure Strategy will ensure the campuses and physical facilities of the university continue to develop, adapt, and improve to facilitate the complex, competitive and changing higher education environment. The development of infrastructure projects will be aligned to MTU's planned capacity requirements to include the development of new space and repurposing and refurbishment of existing facilities to ensure a fit-for-purpose estate operating at high levels of environmental efficiency. This will be developed through a collaborative and data-driven approach focused on user requirements and including internal and external expertise in the areas of master-planning, universal accessibility, construction design, sustainability, technology enhanced learning, information technology and student-based timetabling.

This will be supported by 6 key pillars:

1) Multi-campus Masterplan
2) Green Campus Sustainability
3) Public Realm Strategy
4) Shovel-ready Project Development
5) Space Management Strategy
6) Facilities Management

5.4 Digital Infrastructure & Capabilities

MTU's digital strategy will ensure our people and community are equipped to effectively use information/data, technology and digital services provided with competence, confidence, passion, and creativity in the progression of their teaching, learning, assessment, engagement, research, organisational and operational support.

MTU will provide digital technology solutions and platforms which are high performing, flexible, resilient, and scalable to enable MTU to adapt and thrive in a challenging higher education environment. Our Digital-by-default strategy 2020-2030 outlines how MTU will do this across the six pillars of:

1) Education profile and teaching and learning
2) Research and innovation
3) Regional engagement and civic mission
4) Student experience, student services & Students' Union
5) Corporate integration
6) The multi-campus nature of the university

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6. Strategic Objectives

	Learner Education & Experience	People & Community	Research, Innovation & Entrepreneurship Ecosystem	Leading Regional Development	Global Outlook
1	MTU will equip learners to succeed in the world of work and be active global citizens	MTU will become the employer of choice in the community and the sector	MTU will embed, grow, and lead research and innovation across all our activities underpinned by and contributing to international good practice, research integrity and principles	MTU will continue to be the most industry, enterprise, arts, culture, and community engaged University in the region and position MTU as a partner of choice for regional development. Providing clear enterprise engagement pathways	MTU will cultivate a 'global graduate' mindset with valuable life and employment skills by internationalising the student journey
2	MTU will empower learners to make informed choices throughout their education journey	MTU will invest in the continuing professional development and progression of our people	MTU will attract and retain researchers who are creators, leaders, and learners of new knowledge	MTU will lead initiatives to benefit our region in a sustainable and inclusive manner	MTU will increase access to, and recognition of, opportunities for student and staff outward global mobility
3	MTU will excel in teaching, learning, assessment, and engagement by designing and delivering high quality programmes and flexible curriculum frameworks	MTU will communicate what we do well to attract diverse talent and be the University of choice for students	MTU will celebrate, publish, and disseminate successful research and innovation outcomes	MTU will encourage, support and initiate collaborations towards mutually beneficial goals i.e., SME engagement	MTU will be an attractive and welcoming destination for learners worldwide and staff of all nationalities
4	MTU will design exciting, varied and interesting co-curricular and extra-curricular experiences for the learner, fostering engagement, encouraging initiative, empowerment, and self-development	MTU will create a sense of pride, identity, and belonging amongst our internal community whilst nurturing the health and well-being of staff and students alike	MTU will deliver impactful inter-disciplinary research and innovation for regional and global benefit	MTU will promote the region nationally & internationally to positively impact government strategy and policy making and will be a recognised thought leader on future regional development strategies	MTU will continue to develop our existing relationships and enhance our global network of collaborative partners based on mutual benefit and sustainability
5	MTU will provide a digital learning experience to increase flexibility, create new learning opportunities and enrich the learning experience of all students	MTU will engage actively and make a meaningful contribution to the local and regional community	MTU will be entrepreneurial and nurture this mindset in our students, graduates, staff, and regional community	MTU will embrace the opportunities of digitalisation and lead regional growth through digital connectedness.	MTU will project the MTU brand, vision, mission, and values to continually enhance our global visibility and reputation

6.2 **Theme 1:** Learner Education & Experience

6.2.1 Introducing Theme 1

MTU recognises the changing nature of the learner journey and the choice of offerings across the educational sector. MTU through its people, quality of its offerings and building upon the rich history of its founding institutions, seeks to grow and develop its Levels 6 to 10 portfolio to serve our community and develop our region. At MTU, the learner is at the centre of everything we do. MTU strives to enrich the lives of all our learners, by providing a relevant, inclusive, and challenging curriculum.

MTU will put in place a learning environment which encourages and empowers our learners to become good global citizens and be inquisitive, entrepreneurial, and forward facing in a rapidly changing world of work. MTU will be the University of choice for co-operation and collaboration with industry and community enterprises, through our work placements and proactive approach to addressing global challenges. MTU will provide an education experience which will develop the learner in a holistic manner and will strive to be the education partner in their lifelong and life-wide learning journey. The strategic objectives and key performance indicators have been arrived at to ensure we deliver upon our vision.

6.2.2 Outcome Statement

MTU will be an inclusive, relevant, and accessible University of choice, with the learner at the centre of everything we do. MTU will empower a diverse population of learners to succeed, reach their potential and be ready for the world of work. MTU will provide learners with lifelong opportunities, for their personal and professional development.

1) MTU will equip learners to succeed in the world of work and be active global citizens

MTU creates dynamic, work-ready, life-long learners by offering a breadth of qualifications and learning experiences from pre-entry courses to apprenticeships, NFQs and L6-L10 qualifications.

MTU's work placements, practical experiences and entrepreneurial ethos are embedded in our learning experiences.

MTU's well-defined graduate personal and professional development framework.

MTU embeds the UN sustainable development goals into all our activities and commits to developing sustainability awareness in our graduates.

MTU is forward-facing and proactive, ensuring our graduates are responsive to change and ready for the future world of work.

MTU's ability to adapt and respond to the skill requirements of the region.

2) MTU will empower learners to make informed choices throughout their education journey

MTU places the learner at the centre by providing tailored learning pathways and encouraging self-selection.

MTU takes pride in and enables collaborative staff-student relationships and partnerships.

MTU ensures a research-led and data-informed learner journey.

MTU's vision of 'Our Shared Future' personalises our approach to the learner experience.

3) MTU will excel in teaching, learning, assessment, and engagement by designing and delivering high quality programmes and flexible curriculum frameworks

MTU ensures a staff, student, enterprise, and community relevant curriculum that is co-created with stakeholders for mutual benefit.

MTU is committed to developing timely and targeted independent, academic learning skills and capacity across the student journey.

MTU's coaching and mentoring of learners.

MTU leads impactful student engagement, progression, and success.

MTU is committed to research informed and evidence-based enhancement of teaching, learning, assessment, and student engagement opportunities.

4) MTU will design exciting, varied and interesting co-curricular and extra-curricular experiences for the learner, fostering engagement, encouraging initiative, empowerment, and self-development

MTU creates opportunities for all students to be involved in creative arts, music, and culture in the region through its community engagement initiatives.

MTU ensures a holistic approach to learner development.

MTU enables a lifelong and life wide learning partnership.

MTU provides students with supports that imbue them with lifelong information technology literacy, library, and research skills.

5) MTU will provide a digital learning experience to increase flexibility, create new learning opportunities and enrich the learning experience of all students

MTU provides a blend of in-person and digital learning delivery to enrich and ensure the best learning experience.

MTU prepares learners for the future digital workplace and learning performance challenges.

MTU's provision of a rich digital experience during the whole learner journey.

MTU leads in the provision of digital learning and services to enable wider, inclusive access, by removing barriers to learning and meeting the student's 'pace and place'.

MTU provides rich digital connections across the region to extend the reach and impact of our university.

MTU's pioneering exploratory research and experiential use based on current and emerging trends.

MTU provides a wide range of sustainable and successful online courses that are aligned to workplace and learner needs.

MTU provides a rich learning, collaboration, and assessment environment.

6.3 **Theme 2:** People & Community

"Through the creation of new knowledge in various disciplines, through social, cultural and civic engagement and through, the generation of a skills pipeline and links to innovation each TU will, in turn, help to shape its region".[2]

6.3.1 Introducing Theme 2

The words 'Rootedness' and 'Connectedness' feature strongly in the vision for the Technological University sector. Each TU will have to determine how to realise these objectives when applied to its own unique circumstances. At the outset, MTU acknowledges the need to fully engage its staff, students, external stakeholders directly linked to the university and the wider community.

A key determinant of success in this objective will be ensuring that MTU staff will have the necessary skills and motivation to fully engage in the delivery of MTU's strategic objectives.

This will be achieved by ensuring that MTU will be an employer of choice for talented individuals and through the provision of a structured career framework for all employees over the duration of their careers.

MTU's success in becoming a true enabler of regional development will be enhanced through the provision of engagement opportunities between the staff on all campuses, in both a professional and social capacity.

MTU will further endeavour to embed the brand of the university in the wider community through the utilisation of both physical and human resources to support cultural, artistic, and sporting activities.

6.3.2 Outcome Statement

Our people are proud and passionate about what we do, who we are, and what we can achieve together. Our community provides opportunities to engage, to belong and be successful in a university that is a great place to work and attracts global talent.

1) MTU will become the employer of choice in the community and the sector

MTU ensures a clear career structure and provides progression opportunities for all employees.

MTU effectively communicates career, community, and public engagement opportunities.

MTU embodies 'Our Shared Future' mission, vision, and values.

MTU ensures the three pillars of teaching, research and engagement are afforded equal respect and status.

2) MTU will invest in the continuing professional development and progression of our people

MTU provides a structured and accredited induction programme.

MTU provides a professional development framework and strategy.

MTU facilitates, recognises and rewards staff participation in CPD.

MTU supports staff in building professional development plans.

MTU will provide staff development opportunities to all staff across the University.

3) MTU will communicate what we do well to attract diverse talent and be the University of choice for students

MTU celebrates and recognises student and staff success in all aspects of university activity.

MTU ensures the perception of the University is one which welcomes diversity.

MTU continuously seeks to attract talented staff and students.

MTU's marketing enhances our brand and reputation regionally, nationally, and internationally.

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2. Technological University Research Network Report (2019).

4) MTU will create a sense of pride, identity, and belonging amongst our internal community whilst nurturing the health and well-being of staff and students alike

MTU's adoption of the national Healthy Campus framework.

MTU provides enhanced awareness and access to the employee assistance and student support services.

MTU encourages staff and student engagement with health and well-being initiatives.

MTU creates campus-wide opportunities to engage in sports, arts, humanities, culture, and community engagement projects.

MTU encourages and values its strong student and staff relationships.

MTU fosters cross-campus collaboration activities.

MTU builds learning communities and communities of practice.

MTU's Fundraising Strategic Plan aims to provide high quality services, facilities, and capabilities through investment in learning resources, support services, social activities, physical and digital infrastructure, and accommodation.

5) MTU will engage actively and make a meaningful contribution to the local and regional community

MTU provides structures to ensure that the needs of the region are being addressed through our programmes, research, and engagement.

MTU makes use of both the human and physical resources of the University to facilitate community activities in areas of sports, culture, and arts.

MTU will have a comprehensive alumni-centric strategy and a community and public engagement strategy.

MTU's targeted lifelong learning opportunities as part of our Age Friendly University accreditation.

6.4 **Theme 3:** Research, Innovation & Entrepreneurship Ecosystem

6.4.1 Introducing Theme 2

The Research, Innovation & Entrepreneurship (RI&E) strategy is driven by our own ambition as a new TU and mandated by legislation through the TU Act 2018. MTU requires a step-change to embed RI&E across all our activities to achieve our ambitions.

Excellence in research, innovation, scholarly activity, knowledge transfer and engagement that have measurable impact will be the hallmark of MTU. Our activities are founded on collaboration and expertise across science, engineering, business, social sciences, humanities, the creative and performing arts and media. Our activities will be linked to issues of global relevance which MTU addresses through the UN Sustainable Development Goals whilst aligning to, and advancing, national and European research priorities and strategies. MTU will increase the depth and scale of our impact and ensure our research is competitive and sustainable.

MTU will be a driver of educational, societal, and economic development through our integrated, inter-, and multi-disciplinary RI&E culture. It ensures that MTU is an outward facing University with a global reach, and we will leverage our external partnerships to return the greatest impact to our region both economically and socially. MTU will disseminate the outcomes of our RI&E widely and openly, to support a more-informed public, evidence-based policy making, industry and by advancing fundamental knowledge.

Entrepreneurship is in the DNA of MTU, it is within our curriculum and informed by research. MTU will strive to inform, embed, and ensure entrepreneurship is a key graduate attribute for all our learners.

6.4.2 Outcome Statement

MTU will be a force for discovery, foresight, and policy development, helping to build a globally connected region that is an exemplar for sustainable, healthy, and responsible living. MTU will scale-up research and innovation to further inform our teaching. MTU will transfer knowledge that impacts the community and enables competitive enterprise and entrepreneurship in our region and globally.

1) MTU will embed, grow, and lead research and innovation across all our activities underpinned by and contributing to international good practice, research integrity and principles

MTU's strength in key domains where we can have significant impact, whilst encouraging consideration of emerging and disruptive areas.

MTU will further expand research activities in the arts, humanities, social sciences, business, and law.

MTU's investment in support structures (Human Resources, Finance, Administration and Technical) align to drive a step change in the level of research and innovation activity.

MTU's ambition to grow and diversify our external funding income to support capacity and impact-building.

MTU's investment in the physical and digital infrastructure and capabilities required to scale-up and meet our strategic objectives.

2) MTU will attract and retain researchers who are creators, leaders, and learners of new knowledge.

MTU's excellent Researcher Career Framework benchmarked against international best practice.

MTU's ambition to increase the number of research students in-line with targets established in the TU Act 2018.

MTU will ensure the strongest returns from our partnerships through co-creation.

MTU's targeting of top-ranked collaborators to enhance competitiveness and expand our impact.

3) MTU will celebrate, publish, and disseminate successful research and innovation outcomes.

MTU will align to globally recognised ranking systems and disseminate research and innovation outcomes that are internationally recognised.

MTU will enhance competitiveness in proposal writing and use horizon-scanning to optimise future project success.

MTU will build on our existing reputation for excellence in research and innovation to maximise the tangible benefits for all stakeholders.

MTU will strengthen long established and impactful regional partnerships and develop new ones.

4) MTU will deliver impactful inter-disciplinary research and innovation for regional and global benefit.

MTU will enhance the strength of its ecosystem of research, innovation and knowledge transfer expertise and support of interdisciplinary collaborative teams.

MTU will support scholarly activity, creative engagement, interdisciplinary collaboration, and commitment to societal and cultural impact, transformation and understanding.

MTU's broad range of disciplines to enable an inter and multi-disciplinary research and innovation culture.

MTU commits to impactful transfer of knowledge across all our R&I domains.

5) MTU will be entrepreneurial and nurture this mindset in our students, graduates, staff, and regional community.

MTU's excellence in teaching, learning and assessment practices and our research and innovation nurtures an entrepreneurial mindset.

MTU's entrepreneurial environment and ecosystem will flourish by nurturing interdisciplinarity, entrepreneurship events and programmes.

MTU's academic, research and practice-led entrepreneurship ethos.

MTU's enablement of entrepreneurial activities in wider social and business communities through its ecosystem.

1) MTU will continue to be the most industry, enterprise, arts, culture, and community engaged University in the region and position the University as a partner of choice for regional development.
MTU leads by being proactive in identifying and progressing opportunities for the region, based upon being a centre of learning and knowledge
MTU strengthens enterprise and cultural development across the Munster region.
MTU will balance achieving a digital advantage with sustainability in the South West region
MTU is a strong attractor for regionally based students and provides meaningful accessibility to its resources, facilities, and expertise across our community.

2) MTU will lead initiatives to benefit our region in a sustainable and inclusive manner.
MTU recognises the centrality of climate action, sustainability, UN SDGs, and the Circular Bioeconomy in supporting regional innovation.
MTU maintains a record of accomplishment of driving and delivering projects regionally and nationally attracting inward investment and talent
MTU leverages appropriate funding opportunities which align to National and European policy, and directly benefit the region
MTU leverages the strength of the MTU brand and continues to invest in its promotion

6.5 **Theme 4:** Leading Regional Development

3) MTU will encourage, support and initiate collaborations towards mutually beneficial goals.
MTU's informed, horizon scanning in identifying opportunity and initiating collaboration.
MTU's institutional research provides solid data and outcomes of mutual benefit for the region.
MTU is a knowledge and talent centre that capitalises on emerging opportunities.
MTU encourages and supports meaningful collaborations that strive to co-ordinate skills and talent development across the region.

6.5.1 Introducing Theme 4

One of the key objectives of Munster Technological University is to enhance the well-being and living standards of all in the region and to improve the region's contribution to a more inclusive, resilient society.

At the heart of the Leading Regional Development objective is a strong emphasis on the economic opportunities and potential of climate action and digitalisation. These two areas present transformational prospects for our region's economic growth, competitiveness, and future sustainability. MTU will continue to be the most industry, enterprise, arts, culture, and community engaged University in the region and position the University as a partner of choice for regional development. MTU will empower a Munster region that thrives and benefits from its existence.

The strategic objectives and resultant key performance indicators have been arrived at to complement and deliver upon national policy

in a regional context. Acknowledging that change can be promoted via solid development policy, MTU will adopt a role in promoting the region nationally & internationally to positively impact government strategy and policy making with the intention of being a recognised thought leader on future regional development strategies.

MTU will facilitate regional collaboration to address regional gaps and opportunities and utilise collective insight and resources from the region. MTU will ensure that available regional, national, and international funding, will be leveraged to progress initiatives that further regional growth and empowerment.

6.5.2 Outcome Statement

The University will empower a Munster region that thrives and benefits from the existence of MTU.

4) MTU will promote the region nationally & internationally to positively impact government strategy and policy making and will be a recognised thought leader on future regional development strategies.

MTU's thought leadership and advocacy for the region at key forums and discussions through representing, lobbying, and influencing decision makers

MTU leverages existing networks, partnerships, memberships and develops future collaborations and regional clusters

MTU has a significant scale of engagement and physical footprint across the region

The region is clearly, yet flexibly defined and aligned to the MTU brand

5) MTU will embrace the opportunities of digitalisation and lead regional growth through digital connectedness.

MTU promotes a "Smart region" which is alert and adaptive to the future nature of learning and working.

MTU is embedded in and connected to the region.

MTU is part of the Digital and enterprise hubs, networks, technology clusters and industry groups.

MTU promotes and supports the generation of new knowledge

6.6 **Theme 5:** Global Outlook

6.6.1 Introducing Theme 5

The fifth theme of the MTU Strategic Plan is Global Outlook. The Global Outlook theme is described as 'a responsible, international University with world-class ambition and a global hub of knowledge exchange in which staff, students and stakeholders will be enabled to engage in an open minded, positive, collaborative, sustainable and respectful way.'

The theme begins with a statement to describe successful manifestation of the actions ultimately to be described under this fifth theme. In this regard, the realisation of the theme will be demonstrated by a successful and effective application of MTU's brand, vision, mission, and values on the international stage and ensure MTU is recognised as a global University.

6.6.2 Outcome Statement:

A responsible, international University with world-class ambition and a global hub of knowledge exchange in which staff, students and stakeholders will be enabled to engage in an open minded, positive, collaborative, sustainable and respectful way.

1) MTU will cultivate a 'global graduate' mindset with valuable life and employment skills by internationalising the student journey.

MTU will increase 'international' work-placements/ internships

MTU will have a curriculum based on international best practice

MTU will provide virtual mobility and collaboration opportunities

MTU provides flexible learning

MTU provides a breadth of qualifications from pre-education, NFQ Levels (including apprenticeships) to MSc and PhD

2) MTU will increase access to, and recognition of, opportunities for student and staff outward global mobility.

MTU will increase the visibility of opportunities to study, seek work and research abroad

MTU will provide international exchange programmes

MTU will incentivise non-traditional international mobility, e.g., Erasmus, summer schools

3) MTU will be an attractive and welcoming destination for learners and staff of all nationalities.

MTU is a multidisciplinary and multi-campus technological university with 6 campuses across the counties of Cork and Kerry.

MTU's regional attraction and cultural distinctiveness (Irish language, music & arts).

MTU's award winning International Student Society.

MTU's proven ability to allow international students to access MTU accreditation via online programmes regardless of geography, work/care responsibilities, and time zones.

MTU's competitive academic fees.

MTU has pre-sessional and post arrival English language course provision, orientation/induction, and cultural integration programmes.

Multi-national global organisations and close industry relationships (FDI/Local Enterprise).

Work-Placement / internship is an integral element of many MTU programmes.

Applied nature of MTU's education and research makes a practical and work-ready graduate.

MTU has won national awards for our embedded authentic assessment.

4) MTU will continue to develop our existing relationships and enhance our global network of research, industrial and other collaborative partners based on mutual benefit and sustainability.

MTU promotes specific missions of main Research Centres.

MTU will increase all research activities with partners.

MTU will identify and network with global Universities seeking Irish partnerships.

MTU has technological university collaborations globally.

MTU has unique partnerships established.

MTU creates pathways onto our programmes from overseas HEIs.

MTU's Erasmus Projects and Fullbright.

5) MTU will project the MTU brand, vision, mission, and values to continually enhance our global visibility and reputation.

MTU is a gateway to the international stage for regional industry and the EU for International Students.

MTU has internationally recognised awards and accreditations in our broad range of disciplines.

A reputation as an outward looking, safe, cultural, and welcoming region.

Leveraged record of accomplishment of quality, governance and awards combined with MTUs reputation and status.

Creating international Alumni / Diaspora Ambassadors.

7. Implementation Planning, Monitoring of Progress (KPIs), Risks & Governance

The strategy implementation plan will be developed, managed, tracked, and monitored through the MTU Executive Team, within existing governance compliance frameworks. The outputs will be reported to the Strategic Development Committee of MTU Governing Body.

7.1 Implementation Planning

The development of our implementation plan will involve:

- Conducting an inclusive implementation planning process.

- Ensuring the 'what' and 'how' parts of the plan are clearly understood.

- Assigning measurable targets across the organisation.

- Monitoring implementation and formal regular reviews.

- Flexibility in our approach to adjustments and changes in priority, if required.

7.2 Implementation Approach

- Publish and share this strategy with all stakeholders.

- Utilise existing communication channels to engage with all stakeholders.

- Engage with the HEA with respect to the Strategic Dialogue and Compact agreement process.

- Ensure Executive responsibility for the development of the implementation plan. This will also ensure the development of academic implementation plans.

- Implementation of academic plans should include actions, owners, dates, resources required, risks and performance measures based on the twenty-one 'key' performance measures.

- The Academic Domains/Faculties and Professional Services functions will prepare a document(s) addressing the strategic priorities identified for their area. This document will be the 'Delivery Plan.'

- Progress against the Delivery Plan will be reviewed at specified intervals throughout the year, by the MTU Executive Team. They will review all plans to ensure a comprehensive approach to the delivery of the strategy over the five-year term by the end of December 2027.

7.3 Monitoring Progress, Key Performance Indicators, Risks & Governance

During the five-year period of this strategy an implementation plan will plan will include progress monitoring.

The following key performance indicators (KPIs) were developed by the theme owners and subject matter experts to reflect the scope of activities that will be measured to ensure successful implementation of this plan.

Progress will be monitored at Executive meetings as a regular agenda item. Where possible, KPI measurements will be quantitative or made quantitative where the information being collected is qualitative (e.g., opinion surveys or impact). It is further expected that an annual review is organised for emergent needs and to consider any changes in the strategic landscape. Regular health-checks will also be undertaken currently applied to Technological Universities Transformation Fund (TUTF) projects.

MTU - Key Performance Indicators (KPIs)

Key Performance Indicators

1) Learner Education & Experience	2) People & Community	3) Research, Innovation & Entrepreneurship Ecosystem	4) Leading Regional Development	5) Global Outlook
1. **Work-ready:** Percentage of graduates entering the workplace or remaining in Higher Education within 9 months of graduation 2. **Success Rates:** Rates of completion & progression 3. **Quality Assurance:** Programmatic Reviews, External examiner feedback, Professional Body Accreditation	7. **Professional Development:** Percentage of CPD units completed, skills attained, or qualifications achieved per headcount 8. **Staff Satisfaction:** Employee opinion survey score	9. **Research Income:** >€35m p.a. 10. **Knowledge Transfer:** Research Assignments with industry >550 and Licences, Options and Agreements (LOAs) >75 11. **Knowledge:** High quality publications >350 of which >75% in Open Access journals 12. **Entrepreneurship:** Number of viable commercial ventures created 13. **Impact:** Research and scholarly activities across a broad range of disciplines for economic, societal, and cultural impact	15. **Regional Presence:** Positive, mutually beneficial impact on the region. 16. **Partnership:** Collaborating partner satisfaction surveys. Ensuring SME engagement across the region 17. **Employment:** Number/percentage of graduates entering workplace in NUTS2 region	18. **International:** % of students & staff, and income generated 19. **Mobility:** % of student & staff obtaining an international experience (physical & virtual) 20. **Global Reach:** Span/footprint number of networks, MOUs, partner HEIs 21. **Quality:** International student experience survey & University Rankings
4. **Student Satisfaction:** National student engagement survey		14. **Regional & International Benefit:** Impactful, domain-wide knowledge transfer enabling attainment of partner goals and KPIs (e.g., UN SDGs, UNESCO projects, EDI goals, CPD, commercial and non-commercial outcomes)		
5. **Equality, Diversity & Inclusion:** The leading TU on EDI initiatives which will break down barriers and promote gender balance and inclusivity. 6. **Sustainability:** Leading regional sustainability initiatives towards achieving and embedding UN SDGs across all our activities.				

8. Conclusion

This strategic plan is ambitious. As we transition and transform, we strive to ensure that MTU becomes a world-class, Technological University which is globally competitive. This shared plan forms the basis of our strategic intent to 2027.

The five strategic themes and associated strategic enablers are future focused, realistic, and sustainable. The implementation of this Strategic Plan will deliver value for our learners, our staff, our communities, the region and beyond.

We acknowledge the contributions and input from our staff, students, and external contributors in developing this strategic plan. We look forward to working with all our partners in translating this strategic plan into action, enabling MTU to realise our vision to lead transformation through education.

Notes

![MTU - Ollscoil Teicneolaíochta na Mumhan / Munster Technological University]

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