MUNSTER TECHNOLOGICAL UNIVERSITY

Leading, Partnering, Empowering and Transforming

Supplementary Evidence Appendices

30 March 2020

Table of Contents

Appendix 1. Population Projections for the South-West 3
Appendix 2. MTU Benefits to the South-West 4
Appendix 3. Alignment Between MTU Strategic Purpose and Project Ireland 2040 5
Appendix 4. Complementarity of CIT and IT Tralee Profiles 8
Appendix 5. MTU Internal and External Consultation and Engagement Activities 10
Appendix 6. Examples of "Acting as One" Collaboration 17
Appendix 7. Advisory Council – Terms of Reference 28
Appendix 8. Joint Governing Bodies MTU Steering Group – Terms of Reference 29
Appendix 9. Joint Governing Bodies MTU Steering Group Plan 31
Appendix 10. High-Level Project Plans 33
Appendix 11. MTU Graduate School – Terms of Reference 41
Appendix 12. MTU Research Council – Terms of Reference 42
Appendix 13. Quality Assurance Core Working Principles 43
Appendix 14. Academic Domains Framework Working Principles 44
14.1 Principles for Academic Domains 44
14.2 Proposed MTU Domain Structures – Two & Three Tier Options 45
14.3 Example of Domain Structure 45
14.4 Programme Mapping Template 46
Appendix 15. IT System Architecture 49
Appendix 16. Working Group Meetings – Inventory of Collaboration 50

Table 1 Alignment Between National Strategic Outcomes and Strategic Purpose of MTU 5
Table 2 MTU Benefits to the South-West 6
Table 3 International Consultation and Engagement 10
Table 4 External Consultation & Engagement 12
Table 5 Acting as One Inventory of Collaboration 17
Table 6 Multi-Campus Engagement Inventory 24
Table 7 - Joint Governing Body Steering Group Membership 29
Table 8 Programme Mapping and Alignment Template 46
Table 9 Working Group Meetings – Inventory of Collaboration 50

Figure 1 Population Projections for the South-West 3
Figure 2 Population Projections for the South-West 3
Figure 3 Complementarity of CIT and IT Tralee Performance Profiles 8
Figure 5 MTU IT Systems Architecture 49

Appendix 1. Population Projections for the South-West

Figure 1 Population Projections for the South-West

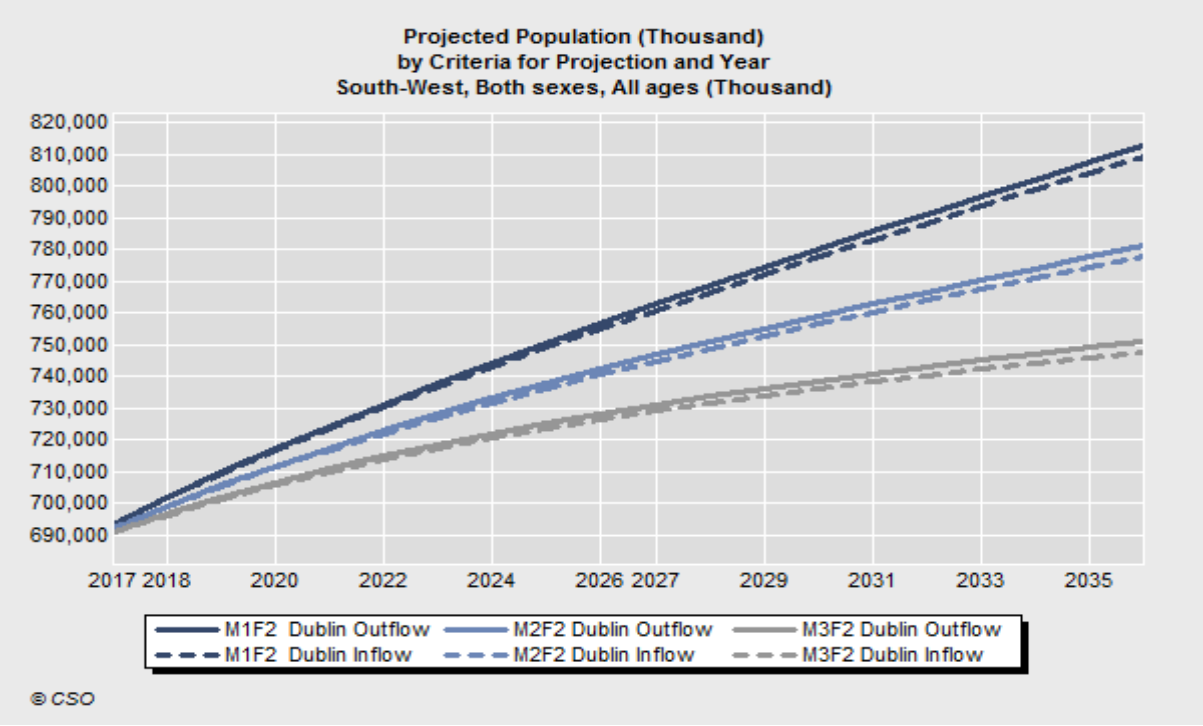
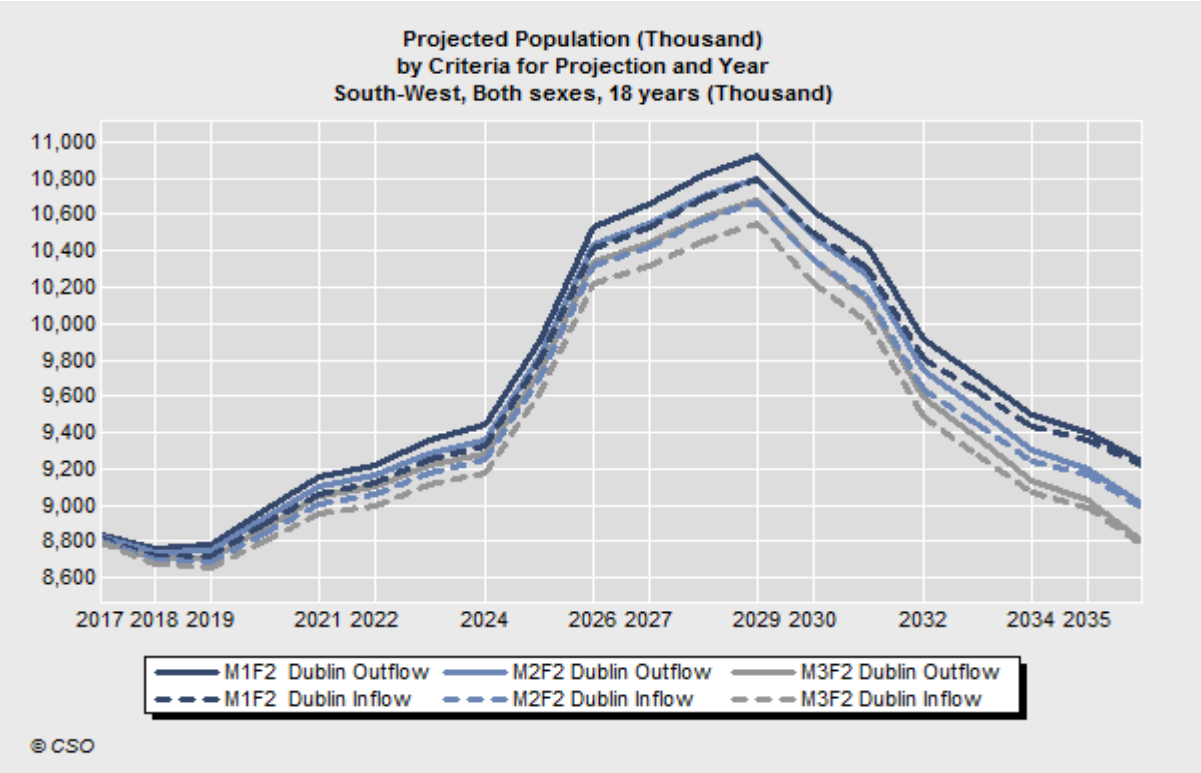


Figure 2 Population Projections for the South-West



Appendix 2. MTU Benefits to the South-West

The following three examples, all currently active, serve to illustrate what is possible in terms of engagement and the benefits of MTU for the development of the South-West Region.

1. In 2018, a group of representatives from the engineering community within the medical device industry in Cork came together to consider how best to develop a representative body which would articulate the requirements of the local medical device industry. They met with members of the MTU consortium to review the extent to which all aspects of the STEM ecosystem in the South-West Region are inter-related, and to discuss how the development of MTU could open up new "seams of talent" in line with industry objectives. As a result of the discussions, the nascent industry association decided to broaden its scope of interest from "engineering" to "STEM" and from "Cork" to the "South-West". Shortly thereafter, the STEM South-West Industry Cluster (STEM SW) was established. https://www.stemsouthwest.ie/.

2. In September 2018, the MTU Apprenticeship Strategic Plan entitled *Adapt and Grow* was developed to maximise the opportunities for apprenticeship in the South-West Region in line with the strategic value placed on craft provision by MTU. Since its development, the strategy has guided the engagement of MTU with the HEA and Solas, the higher education and further education agencies respectively, with regard to the allocation of students, capital funding and individual trade disciplines from a unified regional perspective, as distinct from the perspective of two independent counties.

3. Beginning 2017, CIT has established Cyber Ireland Ireland's national cyber security cluster organisation, and hosting this entity in Cork. Cyber Ireland was established to capitalise upon Ireland's opportunity to position itself as a world-class cyber security practice, solutions and investment hub. With colleagues at IT Tralee, the objective is to extend this activity to Kerry as part of the development of the South-West. The aim is to organise the first Cyber Ireland national conference in Kerry. https://www.cyberireland.ie/

Appendix 3. Alignment Between MTU Strategic Purpose and Project Ireland 2040

Project Ireland 2040 seeks to develop Ireland's regional towns and cities as viable urban centres of scale which can act as alternatives and a counterbalance to the continued growth of Dublin and its surrounding region. In doing so these cities and regional towns will act as drivers of growth for their wider region and rural areas. There are ten National Strategic Outcomes (NSOs) based around the over-arching themes of well-being, equality and opportunity. There is significant alignment between the NSOs and the UN Strategic Development Goals (SDG) with respect to: climate action, clean energy, sustainable cities and communities, economic growth, reduced inequalities, innovation and infrastructure, as well as education and health.

Table 1 below provides an overview of alignment between the National Strategic Outcomes (NSOs) and areas where MTU will aim to make a significant region-wide contribution to their achievement.

Table 1 Alignment Between National Strategic Outcomes and Strategic Purpose of MTU

National Strategic Outcome (NSO)	Teaching & Learning	Engagement	Research & Innovation
1. Compact Growth		X	X
2. Enhanced Regional Connectivity			X
3. Strengthened Rural Economies and Communities	X	X	X
4. Sustainable Mobility			X
5. A Strong Economy, supported by Enterprise, Innovation and Skills	X	X	X
6. High Quality International Connectivity	X	X	X
7. Enhanced Amenity and Heritage	X	X	X
8. Climate-Resilient Society	X	X	X
9. Sustainable Management of Water and other Environmental Resources	X	X	X
10. Access to Quality Childcare, Education and Health Services	X		

MTU will provide a wide range of benefits for the South-West that, individually, IT Tralee and CIT could not provide. See overview provided in Table 2 below.

Table 2 MTU Benefits to the South-West

MTU Benefits to the South-West	Positive Impact on NSO
Students will be offered a greater range of options in relation to programme choice, progression options, research opportunities and industry placement.	1, 3, 5, 10
Through a unified engagement strategy, industry stakeholders across the South-West will be offered access to the entirety of MTU's capabilities in a structured and coherent manner.	1, 3, 5, 7, 8, 9
Through the enhanced levels of investment set out in the TURN report, the rate of production of skilled research graduates will increase across MTU, enhancing the capacity of the region to develop indigenous industry and anchor current and new FDI investments.	1, 2, 3, 4, 5, 6, 7, 8, 9
The development of MTU's digital education strategy will provide opportunities for people across the South-West region and beyond to access new learning and professional development opportunities.	1, 2, 3, 4, 5
MTU will offer greater staff development and progression options which, in turn, will ensure that staff of the highest quality continue to be attracted to join MTU.	10
Graduates will gain advantages from being recognised as a "university"	3, 5
Alignment with Irish Government policy, which is heavily focussed on regional development, will open up opportunities for funding and investment	1, 3, 5, 10
Access to a borrowing framework, as per the new TU legislation, will provide MTU with additional development options	1, 3, 5, 10
MTU brand will be increasingly more attractive internationally. As a consequence, an increased number of international partnering opportunities will be available and MTU will be a more attractive higher education option for international students.	1, 3, 5, 10
With its enhanced brand, MTU will attract a higher proportion of students from and into the South-West Region from elsewhere in Ireland.	1, 3, 5, 10
Increased economies of scale in areas such as procurement will enhance efficiencies, thus freeing-up funds for investment in facilities and services to improve the student experience.	1, 3, 5, 10
Reach and impact of its specialised campus entities (music, art, maritime) will be extended across the South-West Region and beyond.	1, 3, 5, 10

MTU Benefits to the South-West	Positive Impact on NSO
MTU will have increased capacity to partner in the development of strategic facilities distributed across various towns of the region, e.g., the Ludgate Hub in Skibbereen, the RDI Hub in Killorglin, the Sneem Digital Hub etc.	1, 3, 5, 10
Increased scale will make it a more attractive partner for other Irish HEIs seeking collaborators of substance in Government-supported programmes.	1, 3, 5, 10
MTU will aid the attractiveness of and investment confidence in the South-West Region to international companies which, to date, has not fulfilled the potential. This will increase and generate new economic development opportunities in locations with significant value to local and regional communities.	1, 3, 5, 10
MTU will provide an immediate step change in critical scale and mass. This will facilitate a significantly strengthened senior management team to focus on areas such as: engagement, research, strategic development, institutional research, cultural industries, all of which will enhance the capacity of MTU to make an impact in the South-West Region and beyond.	1, 2, 3, 4, 5, 6, 7, 8, 9, 10
MTU will provide corporate and administrative synergies and opportunity for ambitious systems development to provide a coherent and digital experience for staff, students and other stakeholders, and the wider community.	1, 3, 5, 10

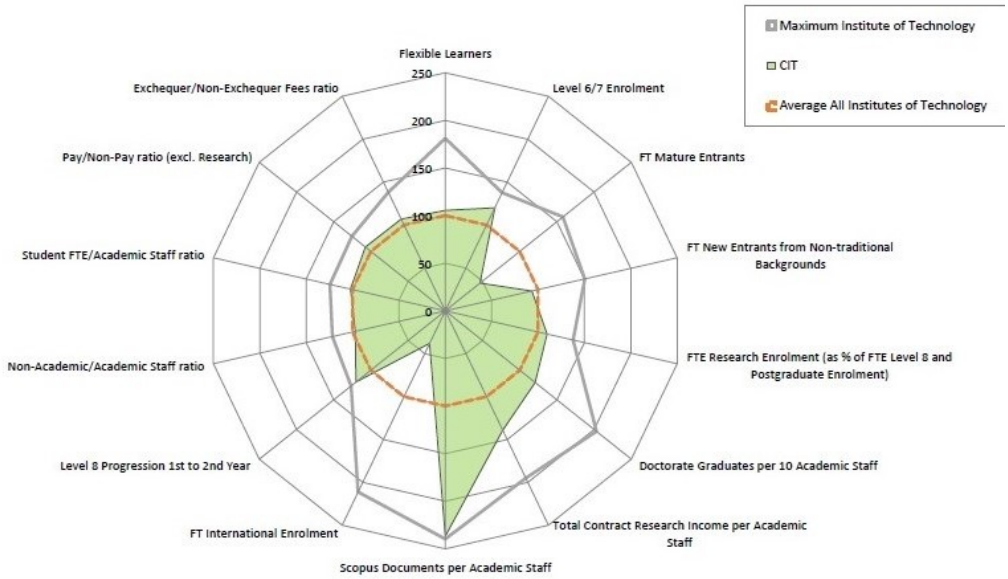
In addition, MTU will provide intensive support for the implementation of the South-West Regional Enterprise Plan which has the following strategic objectives:

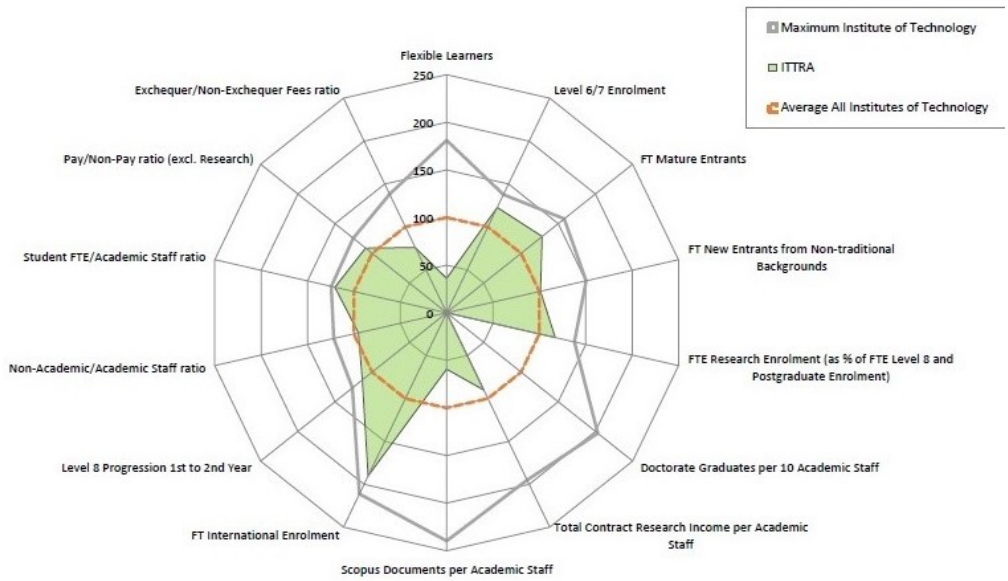
- Build capability and resilience in the region's enterprise base;
- Develop the region's enterprise hubs;
- Leverage the opportunities offered through business clustering to drive enterprise performance and resilience in the South-West (including a focus on building internationalisation capability amongst indigenous companies);
- Increase the capacity of the tourism sector through skills development and seasonal extension, and ensure that the region's natural heritage, culture and living landscapes are appropriately managed and protected;
- Support growth in the region's marine and maritime sector; and
- Ensure the availability of skills and talent to underpin the region's economic growth potential.

Appendix 4. Complementarity of CIT and IT Tralee Profiles

The *Higher Education System Performance Framework*[1] provides a useful basis upon which to plot the development trajectory of MTU over coming years. The *Higher Education System Performance, Institutional and Sectoral Profiles 2016/17* (HEA, 2019) is the seventh in a series of reports from the Higher Education Authority which illustrate the performance of the higher education system to the public and government[2]. The respective performance profiles of CIT and IT Tralee are shown below.

Figure 3 Complementarity of CIT and IT Tralee Performance Profiles





[1] https://hea.ie/funding-governance-performance/managing-performance/system-performance-framework/
[2] https://hea.ie/2019/10/30/higher-education-system-performance-institutional-and-sectoral-profiles-2016-17-published/

The profiles of both partner institutions are highly complementary. IT Tralee is stronger in the areas of full-time mature entrants and international student recruitment while CIT is stronger in research and enrolment of flexible learners. Across all other headings, performance levels are relatively similar.

Regional and civic engagement will continue to be defining characteristic of MTU. It will build on the national and international reputation developed through the CIT "extended campus" model to achieve the following objectives:

- Continue to inform engagement practice by research and international best practice with a focus on impact assessment and evidencing of value;
- Focus on the stimulation and raising of ambition of regional actors in collaboration with MTU;
- Carefully curate and steward relationships with alumni as an important and valuable facet of engagement and opportunity identification;
- Building on its relationships, MTU will develop processes to support and facilitate Staff Externships placing academic staff within workplace domains, and vice versa, and will continue to support and grow adjunct faculty structures;
- Ensure that appropriate structures and policies are adopted to provide for recognition of MTU and its staff for engagement activities and impact;
- Develop sensitive approaches to engagement with micro-industries, SMEs, local community initiatives and hubs (cognisant of the different approaches and supports that might be needed); and
- Take a data driven/informed approach to engagement.

MTU will focus on (a) the practice of engagement and (b) on growing its international reputation in terms of scholarship in engagement and reflective practice. It will further develop links with organisations such as the University Industry Innovation Network (UIIN) and the Accreditation Council for Entrepreneurial and Engaged Universities (ACEEU) to achieve a unique position in relation to engagement leadership. Ultimately, MTU is ambitious to play a leadership role in the development and execution of engagement good-practice on a regional, national and international basis.

Appendix 5. MTU Internal and External Consultation and Engagement Activities

Table 3 International Consultation and Engagement

Group	Number of meetings	Number of Participants (average)	Key Outcomes	Delivering the MTU Vision & Mission
MTU Joint Governing Bodies Steering Group	4	14	• Terms of Reference for MTU Joint Governing Bodies Steering Group • Oversight of project to meet conditions for designation. • Standing orders and plan of actions for first MTU Governing Body	• Cohesive Governance Structure for the multi-campus MTU which will ensure institutional autonomy. Maintaining cognizance of national priorities.
Academic Council (Joint Working Group)	7	17	• Template for Transitional Academic Council, including standing orders, proposed agenda, committee requirements and structures and effective operation in a multi-campus environment	• Cohesive Academic Governance Structure and processes which will ensure a unitary multi-campus approach to Academic Quality Assurance.
Joint Executive	3	20	• Joint programmes and budgets • Joint development projects • Joint master planning. • Process for new programme approval	• Ensure a balanced portfolio of regional provision, matching current and future regional needs while prioritising capital and digital infrastructure development. • Identification of portfolio of offerings which will distinguish MTU in Irish HE landscape.
Joint Management (General Management)	2	60	• Networking forum providing for establishment and development of working relationships across MTU management	• Empowering the management team to work collaboratively, identifying and developing opportunities to deliver upon the vision and mission of MTU.

			• Discussions to further define new MTU and ensure clear communication	
MTU Project Leadership Group	20	15	• Structured framework for management and delivery of MTU project, linking directly to functional areas across MTU	• Leading transformative project to deliver a multi-campus, urban/rural University
MTU Working Groups	45	Number of working Groups = 22 Total number of working group members = 300	• Development of shared vision and mission, and plans for sustainability across all areas • Addressing the conditions as outlined in the Minister for Education and Skills letter of the 30th of September 2019	• Engaging a wider group of staff and students to create plans for the successful delivery of MTU across the three main pillars of activity (teaching and learning, research/innovation, engagement) in order to meet requirements of the region and beyond.
Students' Union Executive	7	6	• Discussions around Joint MTU Students' Union Executive • Engaging and communicating with the student body	• Ensuring a unified student experience in a multi-campus, geographically dispersed Technological University.
All Students	11	Combined Student Population	• Creating awareness of MTU, its benefits, opportunities, and challenges • Soliciting student feedback on the process and the eventual MTU	• Ensuring student engagement and empowering the student voice across MTU. • Leveraging the benefits for students of a multi-campus Technological University.
All Staff	16	Combined staff population	• Ensuring a consultative process for all staff • Maintaining awareness of MTU, its benefits, opportunities, and challenges • Encouraging staff buy-in	• Empowering staff to realise the value of MTU to the region through connectedness and collaboration. • Evaluate where MTU will position itself in the Irish HE landscape
TASS (Professional	14	16	• Providing an Industrial Relations environment to ensure communication	• Creating a secure environment within which MTU IR items can be addressed.

Management Support Services unions)			between management and union sides, including Terms of Reference • Providing a forum for update with respect to MTU developments and within which IR issues can be raised and dealt with	
TUI (Teachers Union of Ireland)	23	20	• Providing an Industrial Relations environment to ensure communication between management and union sides including Terms of Reference • Providing a forum for update with respect to MTU development and within which IR issues can be raised and dealt with	• Creating a secure environment within which MTU IR items can be addressed.
Capturing the Student Voice	5	525	• Students contribute their perspectives on opportunities and challenges MTU bring • Students provide feedback on their perspectives of e-learning opportunities	• Ensuring student engagement and empowering the student voice across MTU. • Leveraging benefits for students of a multi-campus Technological University.

Table 4 External Consultation & Engagement

Stakeholders	Number meetings/ engagements	Number Participants (average)	Key Outcomes	Delivering upon MTU Vision & Mission
Students and Parents (Graduations CIT and IT Tralee)	5	2,000	Delivery of a unified message to students to the impact and benefit of MTU on current and future graduates Development of FAQ for recent graduates with regards to CIT/IT	Embedding MTU's rootedness in the southwest region.

			Tralee qualifications in the context of MTU	
Regional Skills Forum	4	30	Updating key stakeholders on current status and progress towards MTU designation Discussion on impact and opportunities of MTU for employers in the context of the progression of regional development, skills, talent agenda, new program development, and delivery, in particular with regards to Springboard and Lifelong Learning	Ensuring a balanced portfolio of regional provision and ensuring meet regional skills needs Building Innovation capacity.
Industry (Springboard)	120	2	Extensive Industry engagement on the design and development of Springboard programs. This has included discussion on the progression of courses to MTU programs, impacts, and benefits thereof. This is demonstrated as circa 40 submissions in total across MTU campuses with > 200 letters of support.	Ensuring a balanced portfolio of regional provision and ensuring meet regional skills needs Building Innovation capacity.
Industry (IDA)	15	10	Promotion and communication of talent pipelines, research facilities and supporting ecosystems for companies considering locating in the South-West.	Ensuring a balanced portfolio of regional provision and ensuring meet regional skills needs. Building Innovation capacity.
Public, Students, Researchers, Teachers & Industry	30	1,500	Delivery of a unified message to students to the impact and benefit of MTU	Attracting increased national student numbers, through visibility of portfolio of offerings, further embedding MTU rootedness in the region.

(Science Week - SciFest)				
STEM South-West	2	1,500 visitors and 60 exhibiting STEM orga nisations	An Industry-led STEM cluster, established to promote and nurture STEM (Science, Technology, Engineering, Mathematics) throughout the South-West region. Raising the awareness of MTU within the STEM South-West Community.	Ensuring a balanced portfolio of regional provision, promoting STEM as an educational and career direction, while ensuring STEM Graduate availability to meet the regional skills needs.
Academia, Researchers, Industry, and Policymakers. **(Cantillon Conference)**	1	250	Establishing networks and informing existing clusters such as KerryScitech, at CIT, Fintech across the region and nationally. Developing collaborations with MTU and ensuring MTU the leading voice on the role "digitization" across the business processes of all sectors	Ensuring MTU playing a leading role in connectedness and collaboration across the South Region.
IBEC (Cork, Mid-West) and South-West Regional Skills' Forum	2	40	Update on MTU project progress provided at both meetings	Matching current and future regional needs by offering a balanced and responsive portfolio.
Regional Enterprise Plan South-West -	1	20	Update on MTU project progress provided at meeting	Ensuring MTU playing a leading role in connectedness and collaboration across the South Region.
STEM Industry (BioPharma, FinnTech, Cybersecurity Irl Kerry SciTech)	30	200	Industry informed MTU planning and delivery.	Ensuring MTU playing a leading role in connectedness and collaboration across the South Region. Building durable mutually beneficial relationships with external stakeholders.

International Partner (Universities & Alliances)	1	100	Communication in various forms has been ongoing with a view to creating awareness around the expected advent of MTU with a view to maintaining engagement with overseas partners and reduce fears on the part of the partners as to the nature of future relationships with the new University	Ensuring Internationalisation of curriculum and the student experience. Attracting increased international student numbers.
International Recruitment partners	1	20	Maintaining engagement with recruitment partners and reduce fears on the part of the partners as to the nature of future relationships with the new University	Ensuring Internationalisation of curriculum and the student experience. Attracting increased international student numbers.
Potential Students (Careers Fairs)	5	2,000	Communication of MTU programme offerings	Communicating that portfolio of offering will distinguish MTU as a unique institution in the Irish higher education landscape.
Industry, Students, Alumni (MTU Survey)	Online	Total Recipients: 17,905 Respondees: 4,918	Naming Survey considered a number of options – the preferred option arrived at was MTU This process provided information to stakeholders with respect to the formation of a new Technological University	Building durable relationships with internal and external stakeholders. Further embedding MTU's rootedness in the south-west region.
Career Guidance Counsellors Annual Meeting	2	200	Consultative forum with influencers (Career Guidance Counsellors) for students with respect to university/Institute/programme selection. The platform allowed for direct information-sharing regarding MTU with	Attracting increased national student numbers through enhanced visibility of MTU portfolio of programme offerings. Further embedding MTU's rootedness in the south-west region.

			this key influential group. Overviews provided regarding MTU progress.	
Media (Radio Kerry Interview)	1	Joint Interview with both Presidents	A clear and united update regarding MTU, the timeline to designation and the benefits to the region of MTU. Link to radio broadcast: https://www.mtu.ie/newsandevents/itt-and-cit-presidents-interview-with-radio-kerry/	Providing visibility and awareness of MTU across our community, reinforcing our rootedness in the region.
Alumni	3	23,995	MTU e-News articles. A platform for direct information-sharing regarding MTU.	Building durable relationships with our alumni.
Student Entrepreneurs (Multi-Campus Seminars)	1	30	Joint Strategic Planning for start-up initiatives. (StudentINC – students interacting with business mentors).	Building Innovation capacity across the region. Developing strengths in areas such as entrepreneurship, knowledge transfer and the production of curious, confident and employment-ready graduates.
Enterprise Week/Month	10	500	Referenced MTU project progress at a number of events held in the Enterprise week – Cork and Enterprise month- Kerry	Building Innovation capacity across the region.
Public Representatives (Political Parties)	6	One on one with Presidents	Update on MTU project progress provided at meeting	Providing visibility and awareness of MTU across our community, reinforcing our rootedness in the region.

Appendix 6. Examples of "Acting as One" Collaboration

Table 5 Acting as One Inventory of Collaboration

Project/Initiative	MTU Units Involved	Date	Description	Status
Adapt and Grow - MTU Apprenticeship Strategy	Faculty of Engineering & Science, CIT; School of STEM, IT Tralee; Institutes of Technology ;Apprenticeship Committee Technological Higher Education Association; Higher Education Authority	09/18 - 09/19	*Adapt and Grow* was developed to enable a coordinated and agile response to the needs of industry in the region and emerging requirements nationally. The strategy reviewed existing provisions and opportunities offered by the expansion of existing craft apprenticeships and development/delivery of new (post-2016) apprenticeship programmes. A joint submission was made to the HEA to call for Expressions of Interest for Craft Apprenticeship Expansion (2019) with regard to expanding craft apprenticeship provision in the region.	Complete
STEM South-West (STEM SW)	Faculty of Engineering & Science, CIT; School of STEM, IT Tralee.	09/18 - Present	CIT and IT Tralee are key participants in the development of STEM South-West (STEM SW), an industry-led cluster. It development is supported by the local authorities and HEIs in the region. The aim is to design and implement strategic STEM initiatives, enhance the STEM talent pipeline, establish a dedicated STEM network and drive the economic development of the indigenous and Foreign Direct Investment STEM sectors in the South-West. CIT has been a key development force in the Cork region and IT Tralee has ensured that Kerry stakeholders are represented in STEM SW. MTU will be represented on the board of STEM SW as it develops	On-Going
Human Capital Initiative (HCI)	Multidisciplinary, CIT; Multidisciplinary, IT Tralee	11/19 - Present	A collaborative proposal has been developed in response to the Human Capital Initiative (HCI) call by the HEA. The objectives are to promote innovative and responsive models	On-Going

			of programme delivery and enable the HE system to respond rapidly to changes in both skills requirements and technology.	
Certificate in Supervisory Management (Level 6 SPA)	Department of Organisation & Professional Development, CIT; Department of Business & HCT, IT Tralee	01/20 - Present	The Certificate in Supervisory Management (Level 6 SPA) has been developed on both the Cork and Tralee campuses, with strong engagement from industry and a cross-campus delivery. Learners are drawn from: Dell, EPS Group, Sanmina, Avonmore Electrical, Dairymaster, Liebherr and Arema Connect. Strong demand exists for future delivery of the programme. The programme is supported by Cork and Kerry Skillnet.	On-Going
Open Science Workshops	Library, CIT; Research Office, IT Tralee	01/20 - Present	Workshops for researchers and supervisors, and research students on national and European Open Science developments and to introduce Open Access infrastructures and Research Data Management Services available within MTU. Topics included digital scholarship through an Open Access lens, Persistent Identifiers, the reproducibility crisis, FAIR data principles, Research Data Management standards, tools and resources that librarians can advise researchers on. Discussions focused on central role of the Library profession as one of the main architects of Open Science globally.	On-Going
Certificate in Acute Medicine Nursing and the Certificate in Emergency Nursing	Department of Nursing and Health Care Sciences; IT Tralee	01/2020 - Present	Discussions are taking place with the aim of delivering the Certificate in Acute Medicine Nursing and Certificate in Emergency Nursing to enable nurses to have training within the hospitals and community sector in Cork.	On-Going
Blended Learning Nursing	Hincks Centre for Entrepreneurship Excellence, School of Business, CIT; Department of Nursing and Health Care Sciences	01/2020 - Present	Discussions are taking place with regard to developing shared modules, available on either campus, through a blended learning approach to be offered to nursing students on the Tralee campus.	On-Going

Regional Student Inc., programme	Hincks Centre for Entrepreneurship Excellence, School of Business, CIT; IT Tralee; UCC	01/19 - Present	A joint summer Enterprise Development programme is offered to students from CIT, IT Tralee and UCC with funding from HEA 2019-2022. This involves a co-developed Special Purpose Award at level 8 (accreditation due Semester 2, 2019/2020), and co-supervision of Masters students (beginning September 2020)	On-Going

APPrentice Competition 2020	Hincks Centre for Entrepreneurship Excellence, School of Business, CIT; Tom Crean Centre, IT Tralee	11/2019 - Present	An annual student competition aims to encourage students to think of a new APP idea. This year the competition is open to IT Tralee students. The Hincks Centre and the Tom Crean Centre promote the competition to students on both campuses.	On-Going
Join application to host ISBE 2021	Hincks Centre for Entrepreneurship Excellence, School of Business, CIT; IT Tralee	10/19 - Present	The Hincks Centre is part of a joint application to host the international Institute for Small Business and Entrepreneurship (ISBE) conference in 2021.	On-Going
Webinar on Innovation and Entrepreneurship in Nursing	Hincks Centre for Entrepreneurship Excellence, School of Business, CIT; Department of Nursing, IT Tralee;	12/19 - Present	A webinar will be co-developed and co-presented to an international nursing association.	On-Going
European Creative Futures Programme	School of Business, CIT; School of Business, IT Tralee;	01/1999 - Present	Students from the Cork and Tralee campus, along with 18 other nationalities, participate in the European Creative Futures Programme. The programme can be taken by students as a 5-credit elective.	On-Going
Culinary Arts	Business & Humanities Faculty, CIT; Department of Business & HCT, IT Tralee	01/1999 - Present	Culinary Apprenticeship (Chef de Partie & Sous Chef) has been jointly developed and rolled out as part of a successful joint submissions from Tourism & Hospitality and HCT Departments under the HEA Springboard Programme. Other programmes include: Musgraves Programme, Dalata Programme, Supervisor	On-Going

			Management, Customer Charter , SW Regional Action Programme, and PhD Supervision.	
Equality, Diversity, and Inclusion (EDI)	HR Department, CIT HR Department, IT Tralee	2019 - 2020	An Inclusive Classroom and Workplace is facilitated through enhanced teaching practice, student and staff induction programmes, and best practice Diversity and Inclusion (D&I) policies. Equality, Diversity, and Inclusion workshops are being further developed and rolled out to all departments and new MTU staff and students, supporting the Good Start initiative and Athena Swan activities. This initiative brings together the HR Department and lecturers with expertise. It is first of its kind nationally, and frames a structure for the development of policy, training and support documentation for all staff and students on the importance and relevance of diversity and inclusion.	On-Going
Identity Management	IT Department, CIT; IT Department, IT Tralee; Additional relevant stakeholders (HR, Finance, Student Services); External 3rd party stakeholders	2018 - Present	Project development and planning with regard to Identity Management and related projects are actively being developed, moving from an "As-Is" to a "To-Be" Identity solution for MTU. There is strong collaboration on system interdependencies with HR and Finance, involving review of other target systems where identities and accounts need to be provisioned, and review of Identity Management design and validation by external parties. Projects in progress include: MTU IAM Solution information gathering and design, MTU Active Directory/Email/Office 365 information gathering & preliminary design, and MTU Network integration.	On-Going
Banner	IT Department CIT; IT Department IT Tralee; Additional relevant stakeholders.	2019 - Present	Banner Working Group is looking at the student record system. Phase 1 has involved members of the Banner teams in both institutes. Phases 2 and 3 will expand to include academic, admin and management staff and roles. Terms of reference have been agreed upon and a phased plan which is	On-Going

			leading to the merging of both student record management systems (SRMS) into a single MTU SRMS.	
Bridge Network	CIT; IT Tralee; University College Cork; Teagasc	2017 - Present	Bridge Network is a consortium comprises the Technology Transfer Offices from CIT, IT Tralee, University College Cork, and Teagasc. Established in 2017, the Bridge Network is Ireland's largest technology transfer consortium. The collaboration is a key driver in supporting innovators and entrepreneurs.	On-Going
New Frontiers	Rubicon Centre, CIT; Tom Crean, IT Tralee	2016 - 2021	The Rubicon and Tom Crean Centres are home to New Frontiers participants in the South-West Region. This follows a successful joint application in 2016 to manage the programme in Cork and Kerry for a further five years. The Business Centres provide the participating businesses with an environment to build and scale an international business, combining office space with business support services in an environment rich with a network of entrepreneurs. With a focus on technology and knowledge-intensive sectors, the centres offer a supportive environment and incubation facilities to assist these innovators and entrepreneurs in taking their ideas from concept to full commercial success. They provide entrepreneurs with training in all areas of business including financial arrangements, market research and validation, business process, patenting, product development and sales training. Participants also avail of mentoring from experienced advisors and practitioners, with a view to developing an investor-ready business. A number of joint events are hosted to facilitate shared know-how and networking.	On-Going
EXcel Calculator for Experiential Learning in Statistics (EXCELS) - Good Practice in	Department of Mathematics, CIT; Department of Technology, Engineering & Mathematics, IT Tralee	01/20 – 05/20	This project will be an initial support mechanism to ensure good practice in statistical analysis by both students and supervisors across both campus as postgraduate research numbers expand from 4-7%. This involves development of a multi-campus research ethics framework and supports the development of dissemination mechanisms to the wider	On-Going

Statistical Analysis			academic and research communities. Dissemination will increase awareness of project supervisors (of both taught and research projects) of the responsibility to meet ethical requirements, along with building the capacity of ethical oversight.	
ICT@MTU Research Cluster	CIT: NIMBUS; CAPPA; Ríomh MeSSO; Sigma; EdTech Halpin IT Tralee: IMaR	01/20 - Present	MTU ICT Research Cluster brings together all ICT-related centres : Nimbus (cyberphysical systems), CAPPA (photonics), IMaR Centre and research groups: Ríomh (cybersecurity and artificial intelligence), MeSSO (system optimisation), Sigma (high-end computing and natural language processing), EdTech (educational technology) and Halpin (maritime security and mechatronics). The aim is to build scale and capacity. .	On-Going
Students' Union	Students' Union, CIT; Students' Union, IT Tralee	09/18 - Present	The Students' Unions have held regular meetings to discuss the multi-campus aspect of the MTU. Discussions have included talking about the advantages and disadvantages of the newly formed entity and how to best serve students on all six campuses of MTU. The two unions have held discussions on how to align welfare and education campaigns i.e. Sexual health campaigns, Exam preparation campaigns. Other joint campaigns include: changing the timing of January exams to before Christmas on all six campuses of MTU (2019); "Break the Barriers" campaign which was targeted at making education more affordable for students; student strike aimed at targeting high rental costs. Both student unions are members of the national representative student union, Union of Students of Ireland, (USI). The Students' Unions work together on all the MTU working groups. This is very important as it ensures that the student voice is to the forefront of all discussions taking place.	On-Going

			It was imperative that both unions worked together on preparation for the MTU Preparatory Panel and Preparatory Panel. The Presidents of CIT and ITT Students' Unions meet every week as part of the MTU Leadership forum which is where all the key MTU decisions are made.	

Table 6 Multi-Campus Engagement Inventory

Project/Initiative	MTU Units Involved	Date	Outputs	Status
Professional Management Support Staff	TASS IR Forum - (FÓRSA) CIT (SIPTU) IT Tralee	01/04	Cultural Awareness. Townhall lectures, demonstrations and site visits.	On-Going
NMCI DNHS Enterprise	National Maritime College of Ireland (NMCI); Department of Nursing and Healthcare Sciences	06/03 - 20/03	Produce a document entitled "Experiences of Regulated Programme Delivery" that will be made available to serve as a useful guide for future planning by MTU colleagues who will find themselves dealing with regulated delivery in the future.	On-Going
Early Childhood Care and Education (ECCE)	Department of Sports, Leisure and Childhood Studies, CIT; Department of Social Sciences, IT Tralee	01/04	Activities involve supporting the evolution of the early education sector with particular emphasis on the professionalization of the workforce. This is currently being implemented and will be a future driver for upskilling to degree level within the workforce. Over 2,600 participants have graduated from the LINC programme (Leadership for Inclusion in the Early Years) and as a result of the blended learning experience, are now able to progress to level 7.	On-Going
SURE (Science Undergraduate Research Experience) Network conference	Department of Physical Sciences, CIT; Department Biological & Pharmaceutical Sciences, IT Tralee	01/04	Identification and sharing of "best practice" approaches with respect to effective, novel/innovative modes and methods of engagement within a multi-campus university. Dissemination of findings, via an appropriate mode to all staff across the MTU	On-Going
Clean Tech & Circular Bioeconomy	Clean Technology Centre, CIT; Bioeconomy Researchers in IMAR & Shannon ABC in, IT Tralee	11/04	Familiarisation sessions with regard to core competencies and building relationships. This involves sharing case studies and completed projects. A tentative plan for cooperation on the Clusters and potentially other activities. A report is	On-Going

			being prepared, to be shared across the group and senior MTU management	
EXCELS - Good Practice in Statistical Analysis	Department of Mathematics, CIT; Department of Technology, Engineering & Mathematics, IT Tralee	06/01 - 31/05	Forge working relationships between from Cork and Tralee campuses in the area of statistical analysis. The aim is to promote the transfer of knowledge and sharing of best practice in statistical analysis, between staff across the multi-campuses; empower staff to reduce complex data situations to manageable formats using Excel; improve knowledge of required descriptive statistics and statistical tests based on data types; perform and critique descriptive statistics and statistical tests based on one/two sample measurements using a new automated process in Excel; and communicate effectively statistical findings.	On-Going
REC	Research Ethics, CIT; Research Ethics, IT Tralee	01/04	• Facilitate meetings of both Institutes' Research Ethics Committees to share methods of good practice in research ethics. • Use these meetings to develop a common multi-campus strategy/narrative on how ethical issues are addressed (at all levels). This narrative could inform future policy direction with respect to research ethics in MTU • Report findings from the meetings to the MTU Research Working Groups (prior to the International Panel Visit) • Present a common multi-campus strategy/narrative to the wider academic and research communities in the form of resources on the Institutes' respective virtual learning environments (VLE's) - Workvivo and Blackboard for CIT and IT Tralee, respectively -and through a CPD seminar, in May/June 2020.	On-Going
Awareness of Gender Equality	Athena SWAN, CIT; Athena SWAN, IT Tralee	01/04	Discussion paper on implementing an ideal organisational structure to support EDI/AS initiatives in MTU and embed	On-Going

			EDI within the culture of MTU; Identification of the challenges and opportunities associated with this work, through the development of a joint survey (required as part of the Athena SWAN process); Agreement on follow-on steps and potential timeline for implementation; Advocate for the early appointment of a VP with responsibility for EDI, who will drive a cohesive change management strategy and instil shared cultural values across MTU, based on survey findings.	
Best Practice Approach to Merging Alumni Services	Alumni Office, CIT; Careers Office, IT Tralee	19/03	Collaborative working relationship between Alumni functions, including developing a practical Best Practice Road Map outlining steps towards a MTU Multi-Campus Alumni function. This also includes a resource needs analysis.	On-Going
Framing Digital Practices	TEL, CIT; EDSU, IT Tralee	01/04	Workshops exploring how to expand digital teaching and learning practices, and role of technology for MTU. It involves asking questions about what should be happening around teaching and learning practices, what new practices should be encouraged with the potential for scaling up and facilitating local experiences from both campuses to inform and develop shared MTU experiences.	On-Going
Best Practice Approach to establishment of Elite Athlete Support Programme	Department of Sport, leisure and Childhood Studies, CIT; Department of Social Sciences, IT Tralee	01/04	Development of collaborative working relationships in relation to support for student elite athletes and sharing best practice approaches including developing a roadmap to establish support structures for an EASP in a multi-campus university.	On-Going
Awareness Multi-Campus	VP for External Affairs, CIT; Head, School of STEM, IT Tralee	01/04	University Multi-Campus Best Practice: examination of the experience of other universities, e.g. Ulster University, University of South Wales, University of Highland and Islands	On-Going

Incubation	Rubicon Centre, CIT; Tom Crean Business Centre, IT Tralee	27/02	The objective is to strengthen relationships between staff on both campuses, providing an opportunity to share case studies and unique initiatives; to share good practice; to identify opportunities for cooperation on future calls for funding and potentially other activities; and to identify opportunities for joint initiatives that will benefit centre staff and clients. Outputs will be collated in a report to be shared with senior MTU management.	Complete

Appendix 7. Advisory Council – Terms of Reference

The MTU Advisory Council will bring together national and international experts with experience in industry, business, regional development and higher education who can provide advice with respect to strategy, policy and the future direction of the MTU. The MTU Advisory Council will act in an advisory role to the MTU Executive. The Council would meet at least once a year and as required.

Authority
To provide non-binding strategic advice to the MTU Executive. The advisory committee will not have any authority on corporate matters or bear any legal or fiduciary responsibilities.

Responsibilities
1. Provide strategic advice to the MTU Executive on matters of, inter alia, policy, regional development, academic and research opportunities, internationalisation, and the overall direction of the MTU;
2. Promote awareness of MTU, and provide advice and assistance as appropriate;
3. Act in a manner that enhances the profile and professionalism of the MTU at all times and maintains its integrity.

Membership
The membership will be appointed by the Governing Body of MTU. It should include 6-8 members. Members should include people with senior leadership experience across enterprise, business, research and/or education. At least two members should be international, resident outside Ireland. Experience or relevant knowledge of a multi-campus university environment would be helpful.

Appendix 8. Joint Governing Bodies MTU Steering Group – Terms of Reference

Establishment
The Governing Bodies of Cork Institute of Technology ("CIT") and Institute of Technology Tralee ("ITT") have established a joint sub-committee to address the issues raised in the report of the international advisory panel on the MTU application.

Title
The joint sub-committee will be known as the Joint Governing Bodies MTU Steering Group.

Authority
The Steering Group will have authority to oversee, review and consider all aspects of CIT's and ITT's compliance with the conditions specified by the Minister in his decision on the MTU Application dated 30 September 2019 and address issues relating to the establishment and operation of the MTU as determined by the Governing Bodies.

Membership
The members of the Steering Group will be appointed by the Governing Bodies of CIT and ITT as follows:

Table 7 - Joint Governing Body Steering Group Membership

	CIT	ITT
Chairpersons	1	1
President	1	1
Academic Staff Governing Body Representatives	1	1
Students' Union	1	1
Technical Administrative Staff Representative	1	1
Governing Body Member	3	3

Responsibilities
The Steering Group is to provide a single focal point, accelerated momentum and strongly evidenced progress in responding to the issues highlighted in the advisory panel's report including the more integrated, coherent and effective governance structures that are required in preparation for a single legal entity.

- The Steering Group is to secure an integrated, coherent and effective approach and significant progress in relation to academic, administrative, management and governance matters required for the establishment for a TU.
- The Steering Group shall prioritise the production of a comprehensive and detailed work programme up to the point of a decision to grant the MTU Application and for the continuation of this work following the establishment of MTU.
- The Steering Group shall oversee CIT's and ITT's response to the Minister's decision within the time period prescribed i.e. prior to end of Q1 2020.
- The Steering Group will draw on support and expertise from senior personnel within both Institutes and external experts having specialist expertise and knowledge of higher education to provide executive leadership for the Steering Group's programme of work including through the establishment and operation of appropriate sub-groups

Meetings

- The Steering Group shall meet as often as required and at least on a monthly basis.
- All members are expected to attend each meeting in person.
- A quorum shall be 50% of membership of which a minimum of 40% shall be from each Institute.
- The venue for meetings shall alternate between CIT and ITT.
- The Steering Group will be chaired alternately by the ITT / CIT Governing Body Chair or nominee.
- The Steering Group may invite staff and other persons to attend meetings.
- The Presidents or the chairpersons of CIT and ITT may ask the Steering Group to convene further meetings to discuss particular issues on which they want the Steering Group's advice.
- Meeting agendas will be prepared by the chairpersons of the Steering Group in consultation with the Presidents and will be provided in advance to members along with appropriate briefing materials.
- Meeting minutes will be prepared and issued in a timely manner to the Steering Group members by the joint chairpersons.
- Meeting minutes will be approved by the joint chairpersons.

Reporting

Approved meeting minutes will be furnished to the Governing Bodies for confirmation.

Appendix 9. Joint Governing Bodies MTU Steering Group Plan

Governing Body Policies	
GB Standing Orders Code of Governance Code of Conduct for Governing Body Members	Draft Standing Orders Revise current Code of Governance to align to TU Act 2018 Revise current Code of Conduct
Key positions & signing authorities aligned to TU Act	
Use of MTU Seal	Identify current process in both institutes for use of seal Identify who can use MTU seal Documents that can be signed without a seal - identify key documents that need particular signatories - signing policy for MTU
Recruitment of new President	
Procurement of Executive Search for President position - early 2020 Brief joint GB on Executive Search plan (and individual GBs)	Review existing tender for Executive Search agency Sub-committee of GB to be setup to appoint new President
MTU Governing Body	
Timeline for establishment of MTU GB Brief joint GB on plan for establishment of TU GB (and individual GBs) MTU GB Operational Plan MTU Governing Body Staff and Student Representatives Plan draft agenda for GB committees Timeline for strategic plan development Review of functions of TU	Develop plan CIT & ITT GB due for establishment of new GBs in 1st April 2020 Chairs still in place until 2021, SU until May 2020 Plan how will GB operate longer term Establishing First GB for day 1 including membership and first agenda of new GB Operational plan for day 1 to 6 months, from 6 months Process of election of staff and student reps to first GB Plan Meeting management for GB Comparison of IoT Acts v TU Act 2018
Academic Council	
MTU Academic Council Election Regulations	Will need to be included on MTU GB Day 1 agenda
Other	

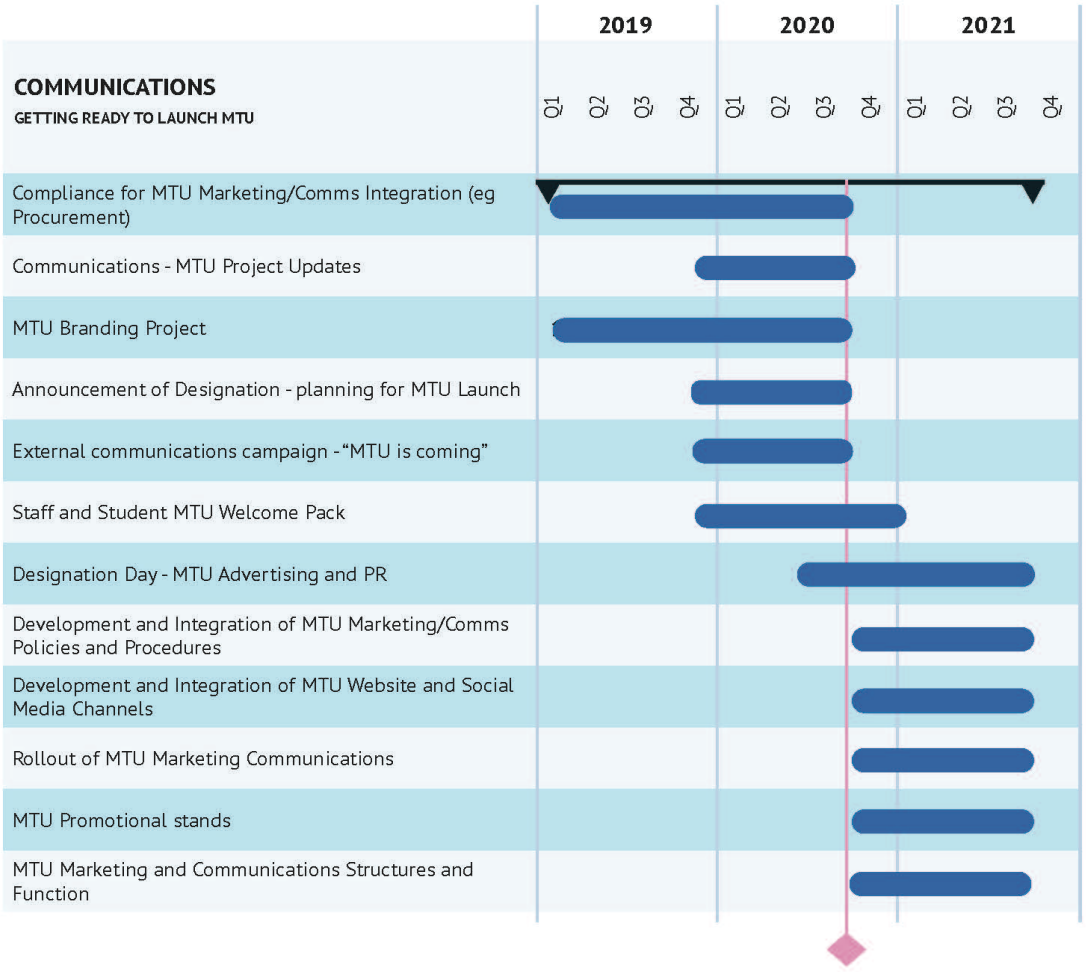
Risk Management - Review and draft MTU risk register template Charities Act Compliance	Update GB tasks under risk management which are separate to the corporate project plan Training for Executive - propose to do risk management training Charities Act - CIT & ITT to submit code of compliance prior to application for MTU status

Appendix 10. High-Level Project Plans

APPROACH TO WORKSTREAM/PROJECT PLANNING AND MONITORING

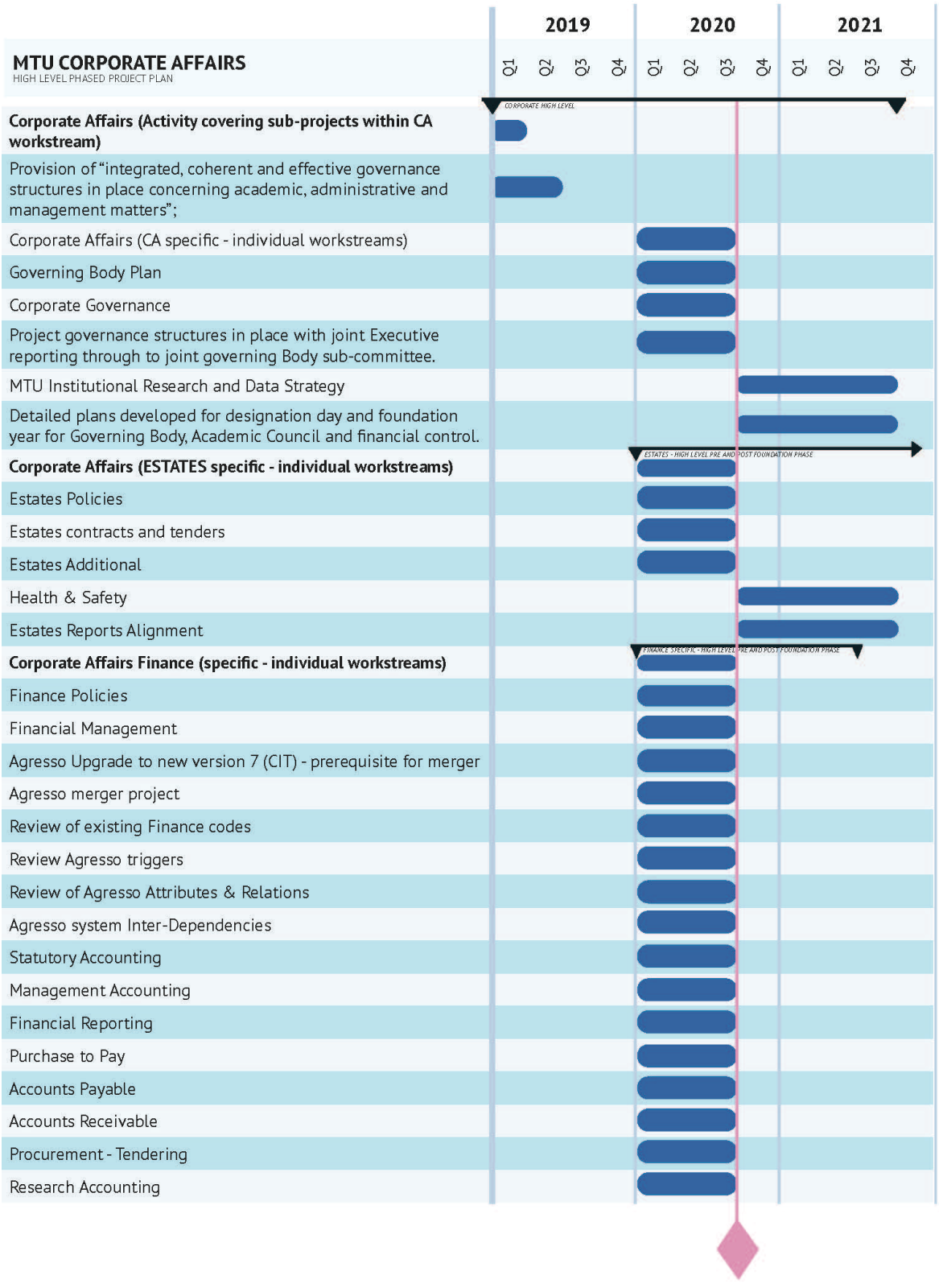
In the last 24 months, CIT and ITT have collaborated together to lay the foundation for integration to aspire to and achieve on the Munster Technological University (MTU) mission and vision. We have mapped-out projects of critical change that will enable the new university to prioritise the integration on a phased basis. Here we present the high-level project schedule (see table 4.2 below) which identifies the key activities and durations required to achieve the establishment of MTU. The plans have been critical in monitoring the progress within each work-stream including remaining within the scope and projected timelines for integration . Overall, our goal is to ensure the project gets delivered on time and with successful results. The high level plan is supported by a more detailed portfolio of project management schedules available in the MTU Project Planning Tool.

TABLE 4.2: OVERALL OUTLINE PROJECT PLAN/TIME LINE



WORKSTREAM/PROJECT PLANNING AND MONITORING

TABLE 4.2: OVERALL OUTLINE PROJECT PLAN/TIME LINE



WORKSTREAM/PROJECT PLANNING AND MONITORING

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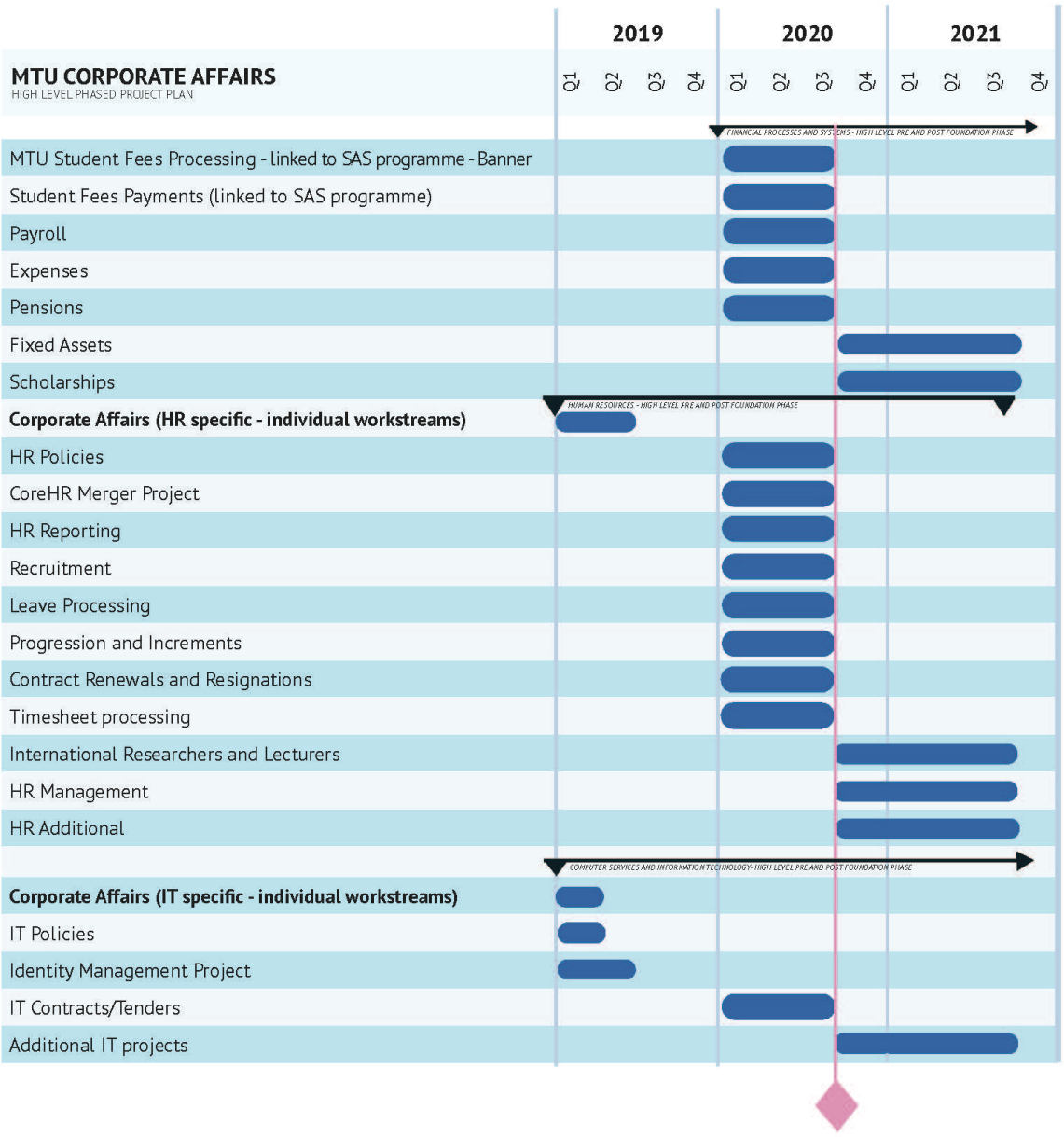

WORKSTREAM/PROJECT PLANNING AND MONITORING

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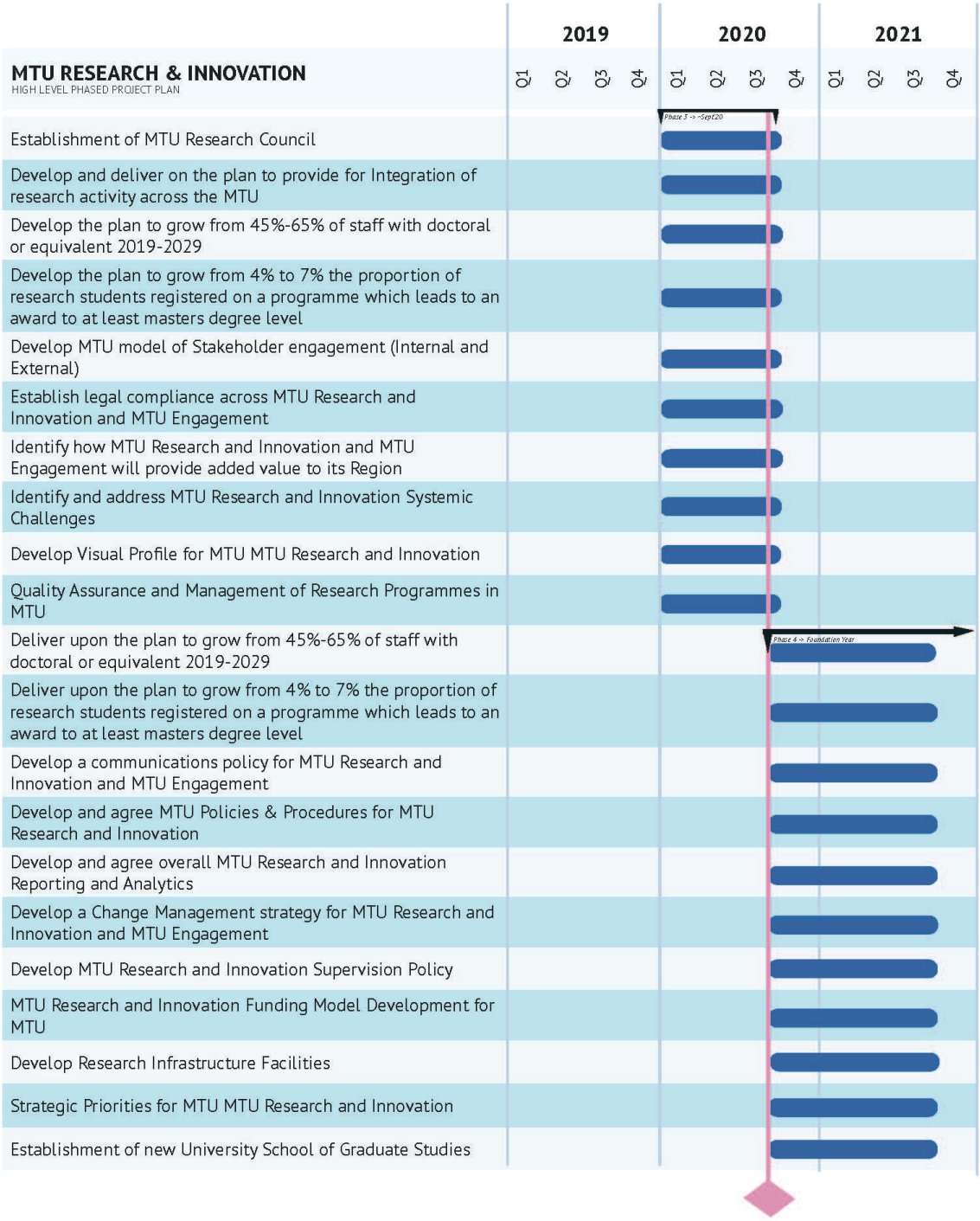

WORKSTREAM/PROJECT PLANNING AND MONITORING

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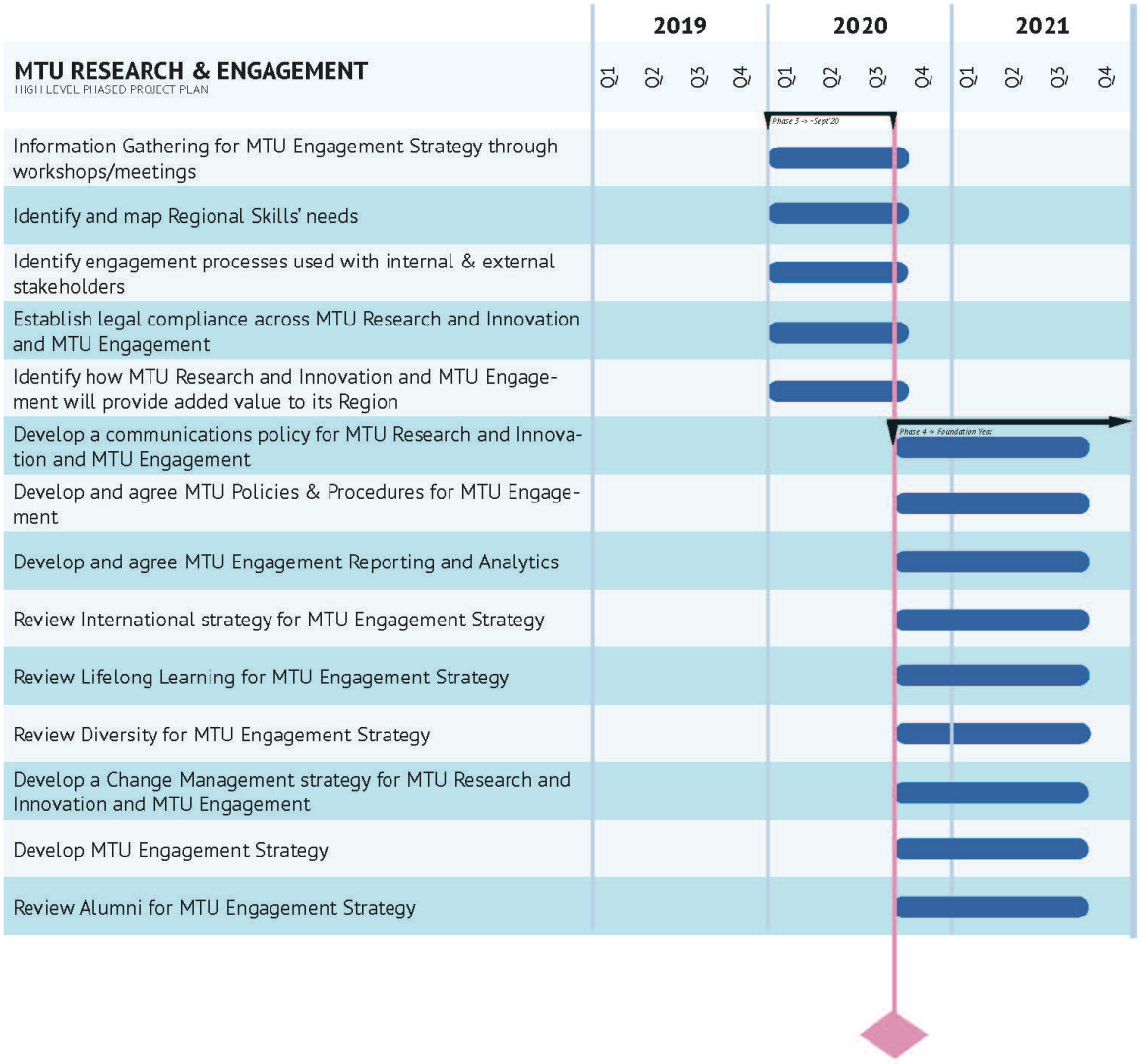

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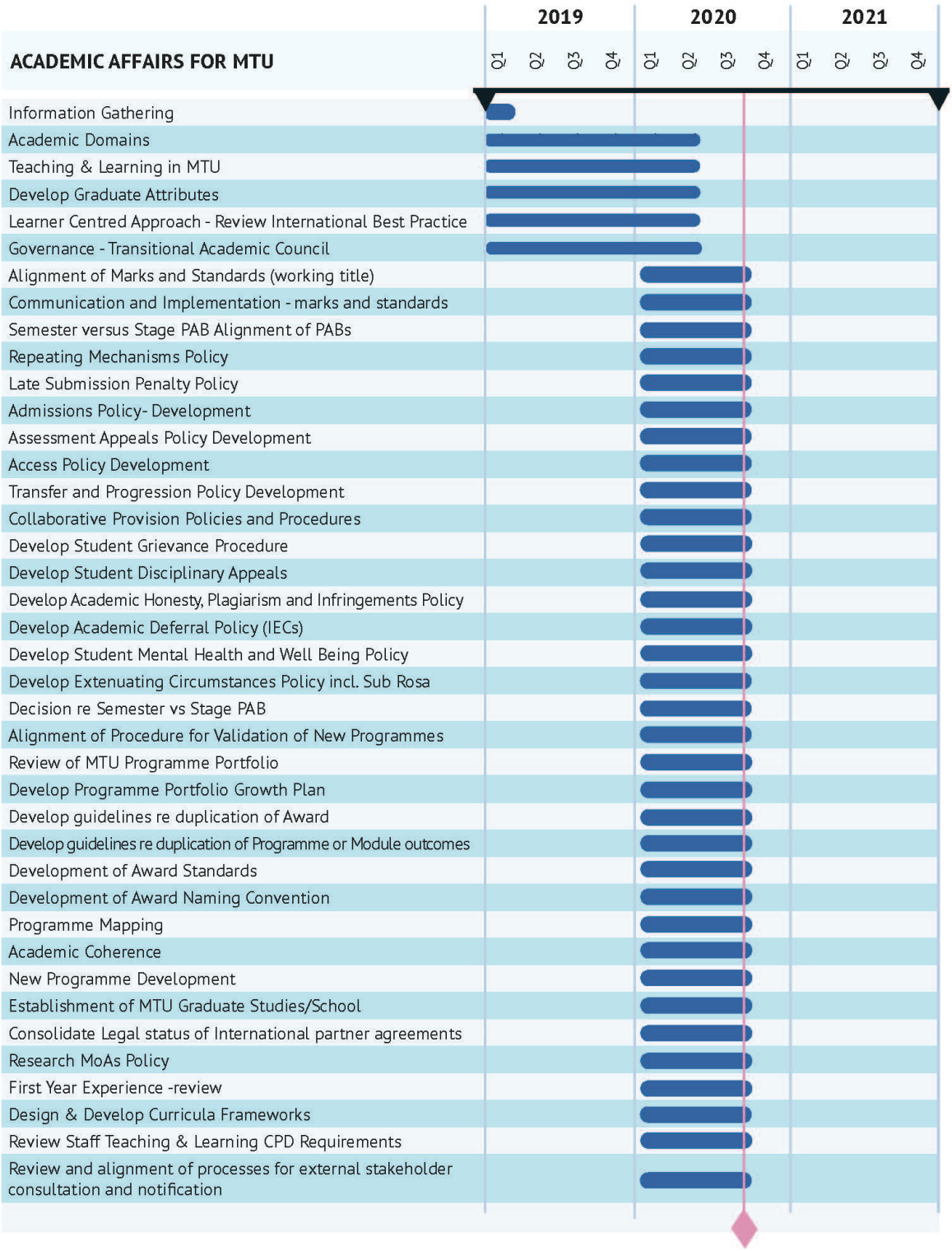

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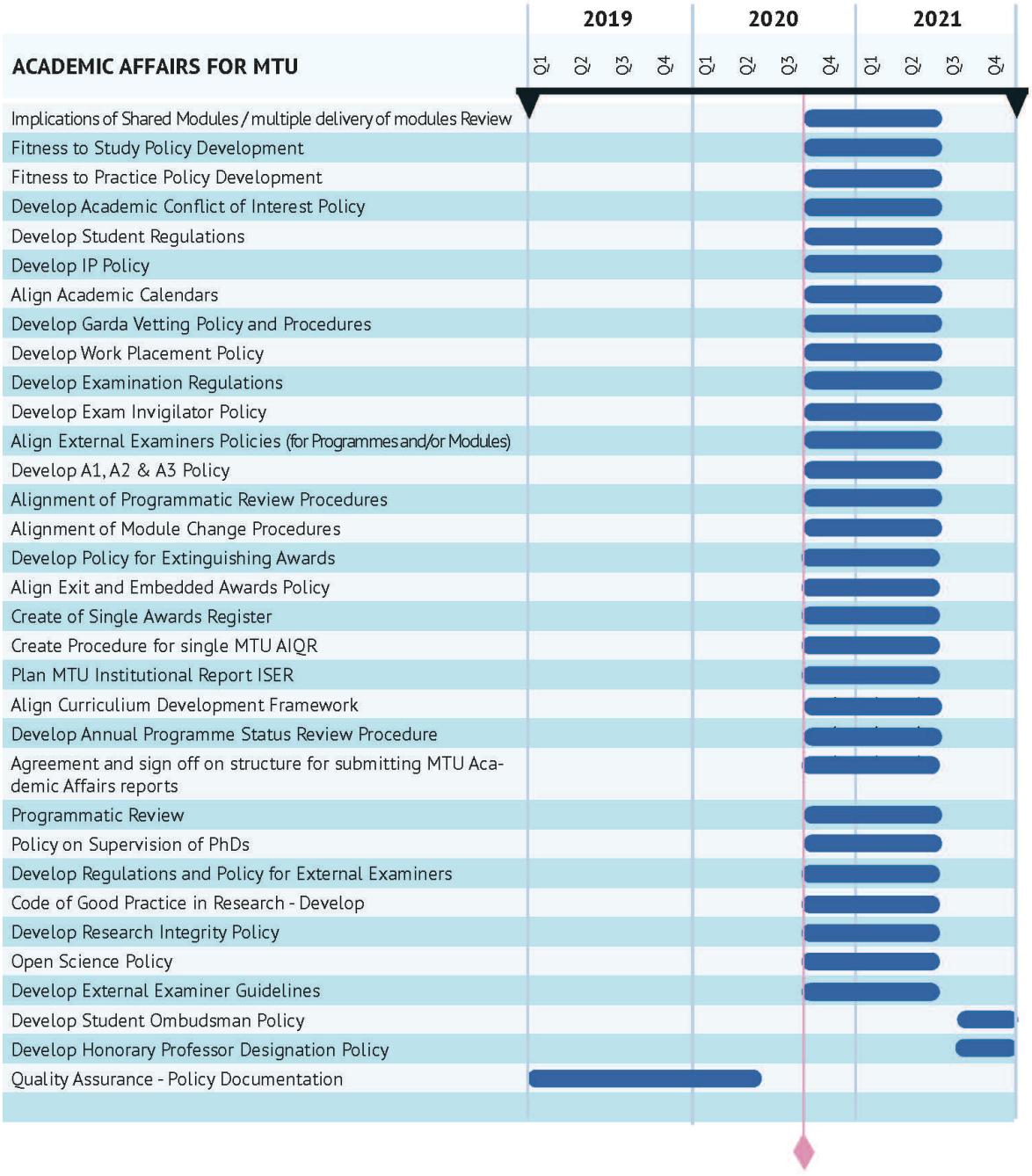

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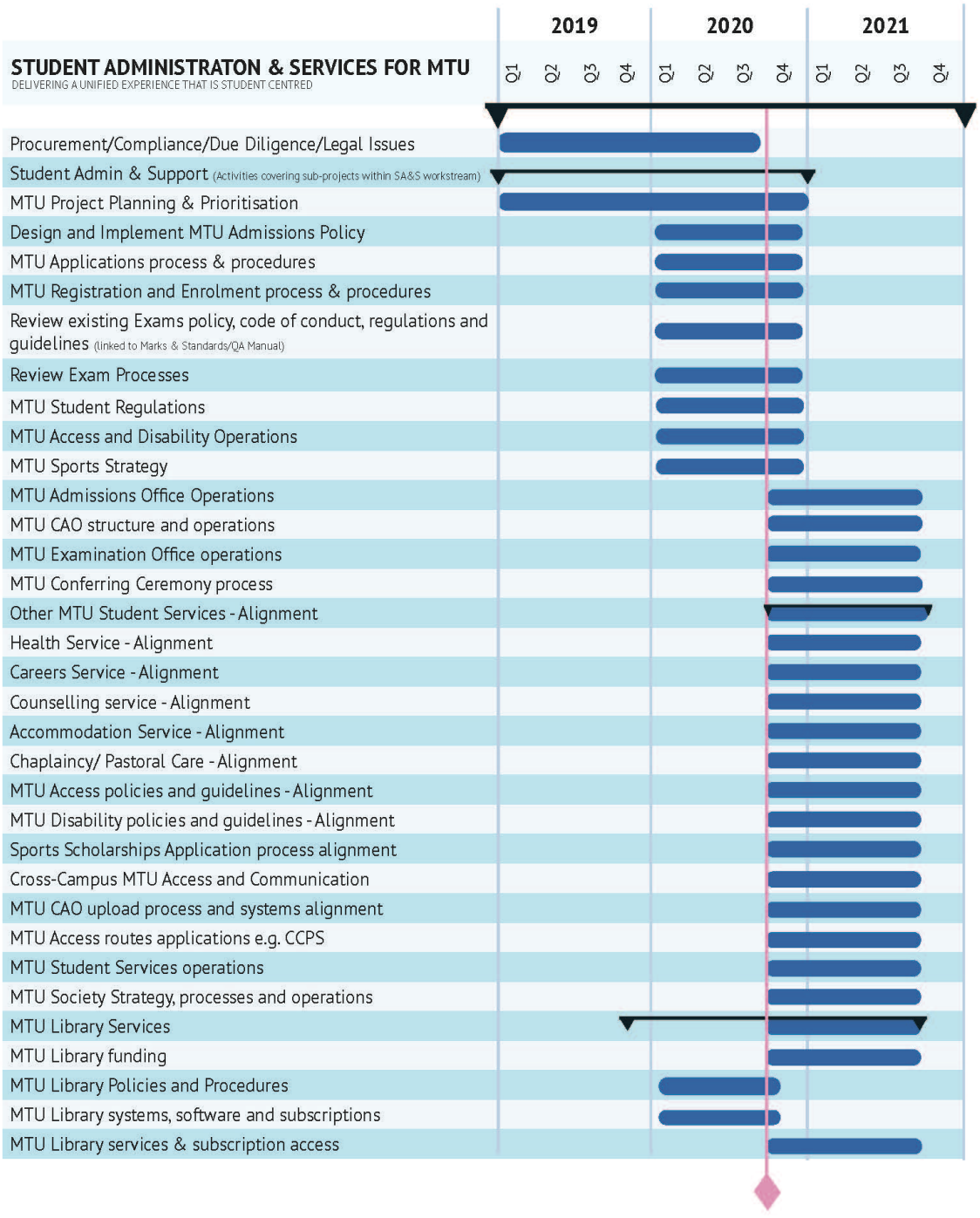


Appendix 11. MTU Graduate School – Terms of Reference

The MTU Graduate School will include a Dean of Graduate Studies and additional personnel to drive critical initiatives. Its role and responsibilities include:

- Lead the development and implementation of MTU strategy and policy on postgraduate education, in conjunction with the MTU Research Office.
- Assist the Research Council/Faculties/Schools/Departments/Research Centres/Groups to develop and implement strategies that will support, promote and grow the MTU portfolio of graduate programmes.
- Manage the full life cycle of postgraduate programmes - from enquiries to graduation.
- Provide a broad suite of subject-specific and generic research training programmes and a Personal Development Plan for postgraduate research students
- Play a leadership role in the MTU graduate councils and research related committees.
- Host MTU postgraduate research colloquia and public MTU graduate studies open days.
- Manage internally funded MTU Research Scholarship initiatives.
- Review, monitor and report on MTU graduate programmes including tracking KPIs.
- Interact with regional, national and international bodies to influence graduate studies strategy and funding.
- Engage with regional, national and international skills fora and link skills needs, both short-term and anticipated to new programme development across MTU faculties and departments.
- Identify, influence and advise on national, EU and international graduate programme funding opportunities.
- Identify and promote opportunities for MTU collaboration with external partners.

Appendix 12. MTU Research Council – Terms of Reference

The MTU Research Council will be established and be operational from designation day. It will be a standing committee of the MTU Transitional Academic Council and represent the university research community across all of MTU.

Proposed Terms of Reference

- To foster and facilitate research across MTU and stimulate the research culture;
- To formulate, consider and make recommendations on research policies and procedures;
- To oversee quality assurance procedures in respect of research activity;
- To advise MTU Vice-President of Research and Innovation (or equivalent) in his/her role;
- To review annual reports relating to research matters;
- To establish advisory committees and working groups as required to develop and oversee policy in respect of research matters.

Membership

It is proposed to include the following members:

- *Ex-officio members*: Vice-President of Research (or equivalent), Vice-President Academic Affairs and Registrar (or equivalent), Head of Research (or equivalent), Dean of Graduate Studies (or equivalent) and Academic Council members.
- *Staff members*: Representation from (research active) academic staff, professional management support staff (research), principal investigators, research supervisors.
- *Student members:* Representation from the postgraduate student community and
- The student union.

Appendix 13. Quality Assurance Core Working Principles

The MTU Quality Assurance Policies and Procedures will adhere to statutory legislation and regulations, and will explicitly and transparently ensure Equality of Opportunity and Treatment and the Human Rights of Students and Staff.

The following principles will apply.

- The QA Policies and Procedures will manifest a shared set of values.
- The QA Policies and Procedures will guide how the institution engages/interacts with stakeholders and ensuring fairness, equity and the greatest possible consistency of treatment of students.
- The QA Policies and Procedures will secure standards and quality of awards of educational offerings and research
- The implementation of new QA Policies and Procedures will be cognisant of the Institution's responsibilities to both current and future new students during the transition period.
- The QA policies and procedures will reflect the fact that the MTU is a new entity with greater opportunity, freedom and flexibility.
- The Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) and the European Qualifications Framework (EQF) provide a template for the work and particularly in the context of identifying gaps in current CIT or ITT provision. As per the ESG, the term "quality assurance" refers to all activities within the continuous improvement cycle (i.e. assurance and enhancement activities).
- There will ultimately be a single QA system and a single Marks and Standards.
- There will be some allowance for special regulations for specific programmes / departments as may be required for specific academic, professional body or sectoral requirements. These special regulations will be re-considered by AC / AC Subcommittee and documented centrally for transparency.
- There will ultimately be a single set of Student Regulations.
- Timeframe for adjustments from existing positions to common regulations will be set out.

Appendix 14. Academic Domains Framework Working Principles

14.1 Principles for Academic Domains

An Academic Domain is typically a collection of programmes (across departments) that are connected together through knowledge or skillset …. 'Connected Thinking'.

The purpose of an Academic Domain (AD) will be to create an identity for students and staff, and will help the learner connect to a programme of studies. The Academic Domains should also make sense to the wider stakeholder community. The Academic Domains will provide academic coherence and should inform structures, while promoting collaboration within and across disciplines.

- Academic Domains will span across campuses and will support academic activities including teaching and learning, research and engagement to enhance the region.
- Propose no changes in Year 1 and change will be phased thereafter.
- Departments and programmes will remain valid while a phased in approach is taken to alignment and programmatic review with little changes envisaged in the first two years of the transition phase.
- There will be an Academic Management grade on campus to manage academic programmes.
- Staff and students will have an Academic Management grade to report to on campus.
- Support structures will be put in place to ensure Academic Coherence of the three pillars across domains (Teaching & Learning, Research and Engagement).
- Academic Domains will inform structures based on criteria such as academic disciplines & complexity, student numbers, staff numbers, resources etc.
- Academic Domains should be broad and agile enough to encapsulate all current and future opportunities.
- Academic Domains will be responsible for the planning, development and delivery of all programmes under MTU.
- Academic Domains will facilitate multi-disciplinary and inter-disciplinary projects and research.
- Graduate studies will be anchored in the domains and will support the development of research at undergraduate and postgraduate level and staff and student output will feed back into the Academic Domains.

14.2 Proposed MTU Domain Structures – Two & Three Tier Options

Two Tier

Option 1: Faculty | Department

Option 2: Faculty | School

Option 3: School | Department

Three Tier

Option 1: Faculty | School | Department

With either three or two tier reporting structure it is proposed that support structures would be created in each academic domain: Teaching & Learning, Research and Engagement and these posts would support cross campus activities.

14.3 Example of Domain Structure

Domain	BUSINESS: Students:3724 Staff: 151 Programmes: 70+						
Departments	Business	Accounting & Information Systems	Management & Enterprise	Marketing & Int'l Business	Organisation & Professional Development	HCT	**Support** Across Departments and Campus to provide a cohesive approach
Student Numbers	249	844	742	742	535	612	
Programmes							
	Research, Engagement, Teaching & Learning etc.						

14.4 Programme Mapping Template

Table 8 Programme Mapping and Alignment Template

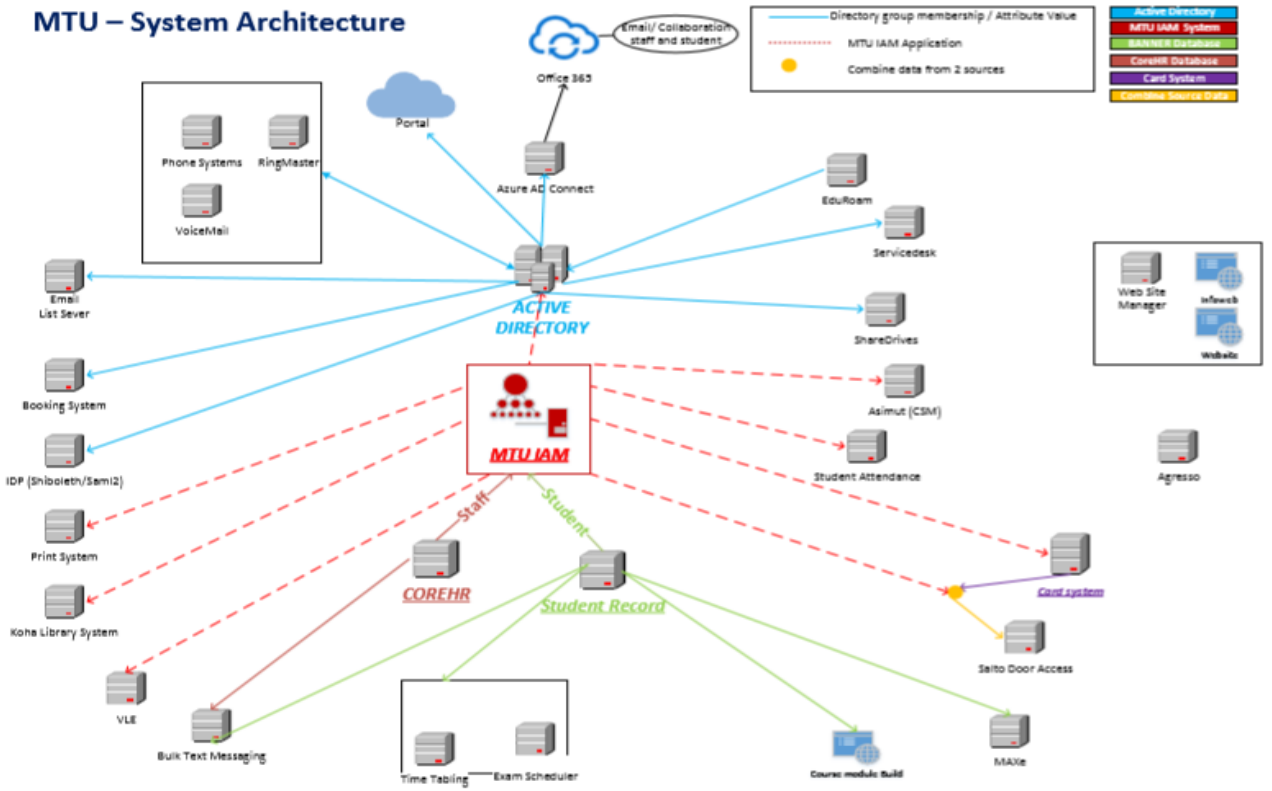
Programme Details				
Programme Title				
Programme Award				
Programme Code				
Programme Level				
Programme Duration				
Programme ECTS Credits				
Programme Entry Requirements				
Programme Location				
Programme Exit or Embedded Awards				
Professional accreditation				
Options		Yes (tick)		
Full-Time				
Part-Time				
Online				
Work Placement				
Apprenticeship				
Erasmus Opportunities				
Major Research Project				
Common Entry Pathway				
Programme Data		2019	2018	2017
	CAO Points Entry			
	Minimum Points			
	Median			
	1st Preference			
	2nd Preference			

	3rd Preference			
	Available Places			
	Offered			
	Accepted			
	CAO			
	CCPS%			
	Mature%			
	HEAR%			
	DARE%			
	International%			
	Scholarships%			
	Total on Programme			
	Female%			
	Male%			
Programme Data		**2019**	**2018**	**2017**
	Retention			
	Year 1			
	Year 2			
	Year 3			
	Year 4			
	Graduates			
Programme Hours	Per Student			
Unit Cost	Per Student			
Alignment	Future Skills			
	TURN Report			
	Future Skills Needs			
	Sustainable Goals			
	List Similar Programme, Code an Weblink			
Modules	List Modules			
	Year 1			

	Core			
	Elective			
	Year 2			
	Core			
	Elective			
	Year 3			
	Core			
	Elective			
	Year 4			
	Core			
	Elective			
Pathway for Students				
Graduate Attributes				
Graduate Profile				

Appendix 15. IT System Architecture

Figure 4 MTU IT Systems Architecture



Appendix 16. Working Group Meetings – Inventory of Collaboration

Table 9 Working Group Meetings – Inventory of Collaboration

Meeting	MTU Units Involved	Date	Number of Attendees	Outcomes
STUDENT ADMINISTRATION				
Student Services/Student Engagement Sponsors briefing	Student Services/Student Engagement	12/11/2019	26	• An update on MTU project and outline of work to be done
Student Academic Administration Sponsors briefing	Student Academic Administration	12/11/2019	16	• An update on MTU project and outline of work to be done
Introductory Meeting of MTU Multi-campus Work Stream	MTU Multi-campus Work Stream Meeting	16/12/2019	11	• Discussion on multi-campus nature of MTU, background paper, data to be collected etc
Update session of MTU Multi-campus Work Stream Meeting	MTU Multi-campus Work Stream Meeting	06/02/2020	10	• Feedback on Position Paper circulated, student voice to be captured, visits to other multi-campus universities and the creation of a Digital Education sub-group
Exploratory meeting of Banner Working Group	Banner Working Group	12/12/2019	8	• Mapping of Banner Processes
Planning meeting of Banner Working Group	Banner Working Group	22/01/2020	11	• Mapping of Banner Processes
Library Working Group	Library Working Group	04/11/2019	11	• Setting up of group and information on MTU designation process
Corporate Affairs meeting including Library Working Group	Library Working Group	08/11/2019	7	• Update on MTU Project from VP for Finance & Administration
Library Working Group	Library Working Group	08/11/2019	13	• Meeting with VP for Finance & Administration and discussion on progress to date, ICT issues and Finance
Joint meeting of Library Subscriptions & Licencing Sub-groups	Library Subscriptions & Licencing Sub-groups	26/11/2019	5	• Initial meeting of sub-groups discussing scope of work

Library Working Group	Library Working Group	11/12/2019	7	• Forming of Library Sub-groups, outline of background paper, setting up access on Teams
Library Policies and Procedures sub-group	Library Policies and Procedures sub-group	27/01/2020	5	• Prioritising Policies to be aligned
Library Policies and Procedures sub-group	Library Policies and Procedures sub-group	11/02/2020	5	• Reviewing of existing policies and procedures in both ITT and CIT
Students' Union		16/10/2019, 06/02/2020	8	• Attended by SU Presidents
Students' Union		22/10/2019	2	• Two SU Presidents discussion on Students Union
Students' Union		5/11/2019, 26/11/2019	6	• Joint SU Executives discussed MTUSU
COMMUNICATIONS				
Support Communications Plan	Marketing and Communications Working Group	24/10/19	7	• Review and discuss the communications plan to December 2019
Branding Project Update from ZINC	Marketing and Communications Working Group	10/12/19	2	• ZINC presented the results of the naming survey and outlined the next steps in the branding process
Logo application audit workshop	Marketing and Communications Working Group	16/01/20	7	• Audit of current CIT and ITT logo placement
CORPORATE AFFAIRS				
Corporate Affairs workstream meeting	Corporate, Estates, Finance, HR, IT, Estates	17/05/2018	13	• Prioritisation of policies and corporate governance actions
Corporate Affairs workstream meeting	Corporate, Estates, Finance, HR, IT, Estates	12/06/2018	14	• Policies update • Discussion on institute projects vs merger projects and resource requirements
Corporate Affairs workstream meeting	Corporate, Estates, Finance, HR, IT, Estates	01/10/2018	12	• Presentation of CoreHR merger project proposal and sign off on proposal

Corporate Affairs workstream meeting	Corporate, Estates, Finance, HR, IT, Estates	12/03/2019	11	• International Panel preparation
Corporate Affairs workstream meeting	Corporate, Estates, Finance, HR, IT, Estates	29/11/2019	16	• Corporate Affairs change management document reviewed • Decision making hierarchy agreed • Discussion on budget, resources and risk register
Corporate Affairs workstream meeting	Corporate, Estates, Finance, HR, IT, Estates	17/12/2019	14	• Submission document requirements • Projects progress updates • Policies progress updates
Corporate Affairs – system interdependencies meeting	HR, Finance, IT	21/06/2019	14	• Review of system interdependencies between CoreHR, Agresso and IT systems
Corporate Affairs – system interdependencies meeting	HR, Finance, IT	18/07/2019	5	• Review of system interdependencies between CoreHR, Agresso and IT systems
Policy Framework workshop	IT, HR, Finance, Estates, Student Services, Library, Registrars' Office	24/06/2019	11	• Discussion on policy template, glossary, policy development, consultation and approval paths • Development of policy framework pack
Policy Framework workshop	IT, HR, Finance, Estates, Student Services, Library, Registrars' Office	26/06/2019	19	• Discussion on policy template, glossary, policy development, consultation and approval paths • Development of policy framework pack
Corporate Affairs – CoreHR workshop	HR, IT, Finance, 3rd parties – Educampus, CoreHR	02/10/2019	23	• Review proposed merger solution • Functional and technical feasibility of proposed solution
Corporate Affairs – identity workshop	HR, IT, 3rd parties – Educampus, CoreHR	12/12/2019	13	• Discussion on setup of identity within CoreHR system • Review MTU identity queries
Corporate Affairs – systems coding structure	Finance, HR, IT	17/01/2020	14	• Draft systems coding structure review
Central Services Managers meeting	Corporate, Estates, Finance, HR, IT, Estates, Student Services, Library	15/10/2019	11	• Discussion on updated project structure, submission document, panel visit and communications

Corporate working group	Corporate	20/11/2019	10	• Review and update draft Corporate project plan
Corporate working group	Corporate	04/12/2019	10	• Assignment of policies to working group members
Corporate working group	Corporate	08/01/2020	10	• MTU Day 1 Project plan • MTU GB project plan
Corporate working group meeting	Corporate	22/01/2020	10	• Review Code of Governance
Corporate working group meeting	Corporate	05/02/2020	8	• Discussion on Corporate policies
Corporate working group meeting	Corporate	04/03/2020	7	• Corporate policies update
Estates working group meeting	Estates	02/05/2019	5	• Estates project plan review
Estates working group meeting	Estates	07/11/2019	3	• Estates project prioritisation
Estates working group meeting	Estates	28/11/2019	3	• Estates policy prioritisation
Estates working group meeting		10/01/2020	3	• Discussion on Management of Contractors onsite policy
Estates - Health & Safety policies	Estates	30/01/2020	6	• Draft MTU Health & Safety statement
Estates - Health & Safety policies	Estates	13/02/2019	5	• Draft MTU Health & Safety statement - Roles and Responsibilities review
Estates - Health & Safety policies	Estates	27/02/2019	5	• MTU Health & Safety statement – continued review of roles and responsibilities
Finance working group meeting	Finance	19/09/2019	6	• Review Finance policies
Finance – Agresso workshop	Finance, 3rd parties – Educampus, Unit4	19/09/2019	10	• Discussion on upgrade to M7 and timelines for merger of two Finance systems (Agresso)
Finance working group meeting	Finance	19/09/2019	6	• Finance policies
Finance working group meeting	Finance	14/10/2019	7	• Discussion on upgrade to M7 and timelines for merger of two Finance systems (Agresso)
Finance working group meeting	Finance	18/10/2019		• Review Finance policies prioritisation
Finance working group meeting	Finance	01/11/2019	7	• Agresso M7 Upgrade project
Finance working group meeting	Finance	11/11/2019	6	• Review Educampus FMS design & feasibility report

Finance working group meeting	Finance	18/11/2019	6	• Feasibility report review • Finance policies update • Agresso upgrade project
Finance working group meeting	Finance	28/11/2019	6	• Finance polices update, Agresso upgrade project update
Finance working group meeting	Finance	03/12/2019	6	• Finance planning
Agresso identity workshop	Finance, IT, Educampus, Unit4	16/12/2019	11	• Use of identity within Agresso
Finance working group meeting	Finance	10/01/2020	6	• Discussion on systems coding structure workshop • Agresso upgrade project progress update • Finance policies update
Finance working group meeting	Finance	07/02/2020	6	• Feasibility study discussion • Finance policies progress update • Agresso upgrade project progress update
HR workshop	HR	29/01/2019		• HR project plan review
HR policies meeting	HR, TUI	07/05/2019	9	• Review HR policies – Dignity & Respect at Work policy, Recruitment policy
HR project prioritisation review	HR	17/10/2019	10	• Review and agreement on prioritisation of HR projects
HR working group meeting	HR	07/11/2019	3	• HR policies update • Discussion on establishment of project sub-groups, CoreHR merger project work
HR working group meeting	HR	19/11/2019	3	• HR policies update • CoreHR merger project work
HR working group meeting	HR, TASS unions	25/11/2019	9	• Corporate projects update • Project resources discussion
HR working group meeting	HR	21/01/2020	4	• HR project planning
HR working group meeting	HR	31/01/2020	5	• Data mapping discussion • Policies update
HR working group meeting	HR	10/02/2020	6	• Recruitment project planning

IT - Banner Feasibility workshop	IT, Student Services, Educampus, DXC	05/02/2019	16	• Banner integration/merger current options
IT - Identity workshop	IT, HR, Finance, Student Services	23/01/2019	18	• Review existing identity and email address setup in both institutes • Discussion on options • Agreement on MTU identity and email format
IT - Identity management system review	IT	28/02/2019	7	• Review IT Tralee identity management system
IT - Identity management system review	IT	27/09/2019	3	• Detailed review of IT Tralee identity management system
IT – Identity project - Network Link	IT	01/10/2019	5	• Network link capacity between CIT and ITT campuses
IT working group meeting	IT	20/11/2019 – to date	5	• Weekly project status update meeting
IT working group meeting	IT	23/10/2019	5	• Review IT project prioritisation list • Commencement of IAM project
IT - Identity management	IT	31/10/2019	7	• Identity management project planning
IT - Identity management and Active Directory workshop	IT	06/11/2019	13	• Planning Active Directory setup
IT - Identity management and Email workshop	IT	20/11/2019	10	• Discussion on identity and email related items • Wider email implications • Migration to new system
IT - Active Directory & Email meeting	IT	27/11/2019	7	• AD and Email decisions review
IT - O365 tenancy move	IT, 3rd party - UL IT staff	06/12/2019	7	• Review lessons learned from moving O365 tenancy
IT - MTU AD OU Design	IT	10/12/2019	7	• Review first draft of MTU AD design
IT - Identity setup within CoreHR – personnel number	IT, HR	08/01/2020	5	• Clarification queries on setup of personnel number within CoreHR
IT - MTU - AD/Office365 – External Review	IT, 3rd party - Datalogix	06/02/2020	12	• Review MTU AD/Office365 design

IT - CoreHR – Company setup	IT, HR	10/02/2020	4	• Review setup of companies and ancillary staff within CoreHR
IT - MTU - AD/Office365 – External Review	IT, 3rd party - ActionPoint	11/02/2020	10	• Second review and validation of MTU AD/Office365 design
IT - Card System	IT	13/02/2020	5	• Review ITT card system setup
IT - MTU - AD/Office365 design preliminary discussion	IT, 3rd party - Ergo	24/02/2020	7	• Outline MTU AD/Office 365 project
IT - MTU - AD/Office365 Design Review	IT, 3rd party - Ergo	04/03/2020	14	• Third review and validation of MTU AD/Office365 design
MTU Educampus Forum meeting	Educampus, CIT, ITT	29/01/2019	10	• Merger projects discussion
MTU Educampus Forum meeting	Educampus, CIT, ITT	21/02/2019	10	• Student record system tender update • CoreHR merger project planning • Agresso M7 upgrades and merger project
MTU Educampus Forum meeting	Educampus, CIT, ITT	05/04/2019	10	• CoreHR v27 upgrade • Merger projects discussion
MTU Educampus Forum meeting	Educampus, CIT, ITT	07/05/2019	10	• Library management system discussion • Agresso workshop discussion – merger of two systems • Discussion on CoreHR merger project timelines • CoreHR v27 upgrade
MTU Educampus Forum meeting	Educampus, CIT, ITT	11/06/2019	10	• MTU Business case for CoreHR merger project • CoreHR and Agresso feasibility workshops planning
MTU Educampus Forum meeting	Educampus, CIT, ITT	18/10/2019	10	• Discussion on CoreHR optimisation projects • Discussion on feasibility studies
MTU Educampus Forum meeting	Educampus, CIT, ITT	09/12/2019	9	• Agresso M7 upgrade project update • Merger projects progress update • Discussion on feasibility studies

MTU Educampus Forum meeting	Educampus, CIT, ITT	29/01/2020	10	• Merger projects progress update • Discussion on strategic alignment report • Agresso M7 upgrade project update
ACADEMIC AFFAIRS				
Academic Domains Working Group	Multidisciplinary	28/11/19	13	• Terms of Reference agreed • Discussion on defining an Academic Domains, student and staff FAQs and concerns
Academic Domains Working Group	Multidisciplinary	12/12/19	15	• Review of 10 international TUs • Definition of Academic Domain • Discussed 5 broad Academic • Domains and 12 more specific domains • List of FAQs for students and staff
Academic Domains Working Group	Multidisciplinary	10/1/20	14	• Position paper outline discussed • Responses developed to issues by the international panel report and Ministers Letter • High level planning and phased approach to implementation discussed
Academic Domains Working Group	Multidisciplinary	31/1/20	25	• Template for programme mapping reviewed • Initial mapping of programmes within Academic Domains discussed • Decision to extend mapping to include additional metrics e.g. research and engagement. Risk Registrar noted
Academic Domains Working Group	Multidisciplinary	10/2/20	11	• Principles for Academic Domains developed
Academic Domains Working Group	Multidisciplinary	4/3/20	11	• Principles for Academic Domains finalised and agreed • AD programme management – final version • Updated summary of activities • ·Plans for wider stakeholder engagement finalised
Quality Assurance Policy & Procedures Working Group	Multidisciplinary	4/3/20	12	• Progression of priority areas

Quality Assurance Policy & Procedures	Multidisciplinary	26/11/19	15	• Introductions. • Discussion of scope, core principles, potential approaches
Quality Assurance Policy & Procedures	Multidisciplinary	5/12/19	13	• Development of core principles, trial of proposed approach
Quality Assurance Policy & Procedures	Multidisciplinary	9/1/20	10	• Review of focus group feedback • Discussion of core (working) principles and future work plan
Quality Assurance Policy & Procedures - Focus Group	Focus Group – general staff invite IT Tralee	7/1/20	11	• Focus groups on working group outcomes to date
Quality Assurance Policy & Procedures - Focus Group	Focus Group – general staff invite CIT	9/1/20	10	• Focus groups on working group outcomes to date
Teaching Learning Assessment & Student Engagement Working Group	Multidisciplinary	27/11/19	20	• WG participants introduced and briefed by Chairs • Started working together to define a common purpose • Developed a plan to take work of group forward
Teaching Learning Assessment & Student Engagement Working Group	Multidisciplinary	11/12/19	19	• Facilitated session • Defining areas of focus, agreeing priorities and exploring enablers • Action planning • Draft 1 of Background Document developed based on outcomes of this session
Teaching Learning Assessment & Student Engagement Working Group	Multidisciplinary	8/1/20	18	• Draft Background Document was discussed and agreed • Submitted by co-chairs to sponsors on 10 January 2020

Academic Council Working Group	Multidisciplinary	17/12/19	13	• Presentation by Registrars & Vice Presidents for Academic Affairs covering: Existing AC membership, sub-committees, gender quotas, working parties, operational matters, executive committee, annual reports. • Objectives of the AC WG clarified; • TOR agreed.
Academic Council Working Group	Multidisciplinary	7/1/20	11	• It was agreed to conduct research on ACs of various sizes to inform the work of the working group
Academic Council Working Group	Multidisciplinary	14/1/20	13	• Various models for the Transitional AC were discussed, based on research conducted by members; • It was agreed that the focus the work group would be on the Translational AC only; • Integration and legacy/operational mode options were discussed; • It was agreed to examine the consequences of having various sizes of AC - Large (150+), Medium (80), Small (40-50); • Some preliminary work was undertaken in populating the above.
Academic Council Working Group	Multidisciplinary	21/1/20	12	• Structure for operation (between two modes) of Transitional Academic Council agreed - • operational/legacy mode and integration mode; • Three options for the configuration of a Transitional MTU Academic Council agreed; • Draft membership for these three options considered.

Academic Council Working Group	Multidisciplinary	28/1/20	15	• The alignment of existing ITT and CIT AC sub-committees with the functions of the AC under the act were considered; • Potential committees of the new transitional AC were identified; • Subgroups were identified to examine/propose TORs for these new committees.
Academic Council Working Group	Multidisciplinary	11/2/20	12	• Draft terms of reference for each of the potential MTU AC committees discussed; • A number of key principles for the Transitional AC were agreed; • Impact on reduction of size of AC on representation from academic manager positions - proposals for fair representation agreed; • Output from meeting of Chairs of WGs considered; • Alignment of TU AC functions and subcommittees, related ITT and CIT current subcommittees and potential MTU AC Committees presented and discussed; • An (additional) option for a slim AC was agreed for consideration by the plenary AC.
Academic Council Working Group	Multidisciplinary	18/2/20	9	• Arrangements and format for AC plenary session agreed; • First Academic Council Working Group Paper was agreed for circulation; • Draft terms of reference for all but one of the potential MTU AC committees agreed.

Plenary Meeting of CIT Academic Council and IT Tralee Academic Councils	Multidisciplinary	28/2/20	90	• Presentation of the first report of the Academic Council Working Group • Q&A, discussion • Agreement to progress two out of four membership models presented.
• **RESEARCH & ENGAGEMENT**				
Research Strategy	Research Community	05/11/19	22	• Discussion on possible research priority areas for MTU • Discussion on MTU research masters programmes • New domains, new specialisations discussion • Research Council discussion • Discussion on the existing different policies, committees
Research Strategy	Research Community	02/12/19	25	• Presentation on Graduate Studies • MTU *R&I Strategy - OurFuture2040*
Research Strategy	Research Prep Panel members	12/02/20	15	• Prep for Preparatory Panel
Research Council	Research Community	05/11/19	22	• Discussion on possible research priority areas for MTU • MTU research masters programmes discussion • Discussion held regarding new domains, new specialisations • Research Council discussion • Discussion on the existing different policies, committees
Research Council	Research Community	02/12/19	25	• Presentation on Graduate Studies MTU *R&I Strategy - OurFuture2040*
Research Council	Research Community	12/02/20	15	• Prep for Preparatory panel

Research Graduate School/Studies	Research Community	05/11/19	22	• Discussion on possible research priority areas for MTU • MTU research masters programmes discussion • Discussion held regarding new domains, new specialisations • Research Council discussion • Discussion on existing policies, committees
Research Graduate School/Studies	Research Community	05/12/19	25	• Presentation on Graduate Studies • MTU *R&I Strategy – OurFuture2040.*
Research Graduate School/Studies	Research Community	12/02/20	15	• Prep for Preparatory Panel
Engagement and Civic Mission	Multidisciplinary/Enterprise Incubators	12/11/19	16	• Discussion on what we mean by **"**Our Region" • Identify the distinctive features, challenges, geography, history, culture, social and community groupings, organisations and representative bodies • Consider current and future needs and opportunities • Discussion on "Engagement", what happens in practice – interactions, activities that happen between our staff, students and researchers and external organisations/groups • Discussion on identification of good practice in engagement • Discussion on involving a broader cross-section of our colleagues and our students in this process • Align work with other working groups and ensure contribution to envisioning/profiling the MTU

Engagement and Civic Mission	Multidisciplinary/Enterprise	04/12/19	15	• Discussion on alignment of work to the appropriate aspects of the TURN report? • Discussion on review of models of good practice that can guide the work of MTU – international measurement principles • Discussion on harvesting good practice in engagement to ensure that opportunities provided by MTU and by the developing region are embraced • Discussion on coherence across all campuses while valuing diversity • Analysis of engagement working group work and how it contributes to the profile of the MTU • Discussion on differentiation of MTU and alignment with other working groups
Engagement and Civic Mission	Multidisciplinary/Enterprise	06/02/20	15	• Discussion of future engagement strategy • Our Futre2040 discussion • Preparation for Preparatory panel