

STRATEGIC PLAN 2021 - 2023

INSTITUTION STRATEGY



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PRESIDENT'S INTRODUCTION

Neil Gallagher



We are very pleased to introduce the fourth Strategic Plan since the establishment of the College in 2005. Our previous three plans were designed and presented in a purposeful way with ambitious and achievable strategic goals and actions, which have shaped our evolution over the last sixteen years.

The last three years have been a period of real growth and change for CCT, for Ireland and for the world. Our previous strategic plan (2018-2020) was formulated and introduced at a time of general global economic recovery from the acute downturn spanning the period 2008 – 2013. As Ireland was moving to a state of relative prosperity with a low unemployment rate over 2018 and 2019, the global pandemic struck. Higher Education Institute physical campuses were closed to students with hours' notice on March 12th 2020, as the Irish nation forged together in solidarity to manage the spread of the virus outbreak.

With the health and safety of our College community as paramount, CCT responded immediately and pivoted to provide all education, services and support online. The unprecedented nature of COVID-19 and the uncertainty it caused and continues to cause, has tested our resolve and ability to plan ahead and ensure that we continue to deliver a quality education to our students. In this uncertain world, never before have our principles, our value system, our mission and our vision been more important. Never before have qualities and

characteristics of kindness, compassion, understanding, resilience, determination, and courage been so central to CCT's development. As a community, CCT has worked closer than ever not to allow COVID-19 disrupt or halt teaching, learning and assessment, academic year scheduling, or strategic development.

The first year of this Strategic Plan (2021) is shaping up to be another difficult year, but the College is determined to continue its growth and development in accordance with planning, just as it did with the previous strategic plan.

The last three years has been a significant period of growth, development, success and change at CCT College Dublin. The focus has been on developing all facets of the College, from QA development and implementation to maintaining our policy of reinvesting profit annually to fund continuous improvement, from extending digital capacity to expanding and securing the physical learning environment, from restructuring the organisation with a student focus to increasing the staff body and the overall development of that staff body, from investing in the purchase of our campus building to extending our QQI approved scope of provision to Level 9 Masters and programmes in blended learning mode.

I am delighted to report that we made significant progress meeting

all the strategic goals and key actions as set in our previous plan.

Globally, we are witnessing a time of unparalleled change and there are no signs of this dynamic abating. Globalisation has led to major new challenges and opportunities across the world. Higher Education institutions need to reflect on and reimagine their make-up, purpose and relevance. As institutions strive to define their role in a rapidly changing world, it is more important than ever to be clear about our purpose, our values, our relevance and our ambitions.

As an independent College, we recognise that we need to be creative, flexible and adaptable in education provision and income generation, with the student, and educational quality at the core of everything we do. We also need to remain focussed on our purpose. We need to face up to the many challenges posed by this changing world and to continue developing knowledgeable, skilled, talented, and globalised learners, who will become engaged citizens and the leaders that society and industry needs.

In this new Strategic Plan, we will build on the achievements and milestone developments we have reached so far. We will continue our balanced approach to education, training, and innovation. Innovation in our plan includes the important area of knowledge transfer, but it is also emphasised as a feature of everything we do. This strategic plan sets out new and continuing goals and key actions.

We look ahead over the next three years and outline what will shape and drive our approach: the principles and values that will continue to define us, the key themes that will provide the framework for our approach, and the major goals against which we will track our success.

Our students will benefit from our supportive and personable service, our approach to learning and our belief in nurturing the talents of the whole person. We will strive to equip our graduates with the knowledge, skills, competencies and attitudes that will support them in the pursuit of lives that are rich with purpose and promise. Employers and society will benefit from graduates who are resilient and accomplished, open and self-aware, innovative and adaptable. Our

prioritisation of sustainability as a key theme and strategic priority reflects not only our commitment to address critical, global challenges but also our realisation of the message we convey as a College to our community.

This strategic plan is a product of extensive consultation across the College, as well as with external stakeholders. It balances aspirations with well-defined targets. The quality and commitment of CCT's staff, and unique passion education and innovation underpin the success of the College thus far. Strategic planning for further development aims to position and strengthen CCT as one of Ireland's leading providers of higher education and training in the ICT and Business areas. It underpins our desire to be recognised nationally and internationally as specialised institute of learning that is innovative, responsive, flexible and caring.

It is not unusual for Strategic Plans to be aspirational as well as functional. CCT recognises this and realises that its Strategic Plan needs to be a living document which while is meaningful and purposeful, is also flexible and adaptable. This plan has been designed to have relevance to all staff and students. The Plan will be linked with the operational plans of all Departments. It will be used as a roadmap in planning and importantly also in the ultimate evaluation of departmental plans, in monitoring progress on departmental objectives and in the achievement of goals at all levels within the College. It is important to recognise that CCT has achieved a great deal in its short existence, and that the strategic objectives and key actions outlined in this plan are enhancements, building on good foundations, principles, goals realised, and tasks already completed.

In facing up to the challenges of an era of unprecedented change, we see and imagine opportunity and fresh approaches to continue to transform the lives of our cherished learners. It is in this spirit, along with my deep appreciation for the work of the College's management team, faculty and staff, and of so many outstanding students and graduates, that I thank all for your commitment, accomplishments and contribution to our work, as we look forward with confidence and determination to the future we have mapped out in this plan.

Our Mission, Vision and Values

OUR MISSION

The Mission of CCT College Dublin is to provide learners with accessible and flexible higher education opportunities, and professional development programmes within the fields of Computing, Information Technology, and Business that reflect current and emerging knowledge and practices relevant to the learner and to employers.

Through a learner-centred culture of enquiry, innovation and excellence, we challenge our learners, staff, and other stakeholders to create, apply, and share knowledge and values in a supportive, responsive, caring, and vibrant learning environment.

CCT is committed to developing graduates with personal and professional knowledge and skills that will enable them to undertake the roles, responsibilities and challenges posed by business, industry, the professions, public service and society.



OUR VISION

CCT's main Vision as a leading college of higher education, is to transform lives through excellence in teaching and learning and by inspiring our teachers, students, and graduates.

We will do this through:

- Inspiring a lifelong passion for learning, exploration and discovery that will ensure leadership with a global outlook and innovative approaches to sustainable economic, social, cultural and personal development.
- Embracing access, equality of opportunity and progression in order that our diverse learner population is empowered to succeed as citizens of a challenging world.
- Blending theory with applied enquiry, industry-aligned, scholarly, professional and vocational pursuits with scientific and creative expression in the broad disciplines of Business and Information Communications Technology. Through these we serve to improve our region, our country and our world.
- Championing a co-operative teaching and research culture that connects with other higher education institutions, schools, industry, local communities, government and non-governmental development agencies.
- Actively nurturing continuous enhancement of all of our relationships to progress excellence in innovation, knowledge transfer and reputation in an international higher education landscape.

OUR VALUES

We are committed to

- excellence in teaching, learning, assessment, and innovation
- providing a student-centred, supportive learning environment
- recognising that our achievements are built on the expertise and commitment of our staff
- actively encouraging and promoting social inclusion and diversity
- making a positive impact on our local, national, and international communities
- operating in an ethical, accountable, and transparent manner in all we do
- continually striving to facilitate enhancement and an innovative approach to education

Previous strategic plan 2018-2020 performance

The last three years has been a significant period of growth, development, success and change at CCT College Dublin. The College maintained the tremendous pace of maturation as a higher education institution, since that set in 2011 after the College moved to its current location in the very heart of Dublin city's Westmoreland St.

This evolution is not just about growth in student and staff numbers. The focus has been on developing all facets of the College, from QA development and implementation to maintaining our policy of reinvesting profit annually to fund continuous improvement, from extending digital capacity to expanding and securing the physical learning environment, from restructuring the organisation with a student focus to increasing the staff body and the overall development of that staff body.

Throughout this period the College was successful in attaining all the strategic goals identified within the CCT Strategic Plan 2018-2020, and with strong indicators of success. This is a direct result of applying a consistent approach to strategic thinking, planning, implementation, and ongoing monitoring, culminating in formalised annual reviews accountability and student-focus. The achievements of this period are characterised by innovation, visionary initiatives, resource development, connectivity

and inclusion.

Some of the highlights of CCT's performance over the three years of our previous Strategic Plan include:

- An expanded and positively restructured staff body, extending the breadth of student services and support, including academic services and student success initiatives

- Completion of the inaugural process of Annual Quality Reporting to QQI, concluding in with a highly positive dialogue with QQI, articulating their confidence in CCT and the view the College is sector-leading in terms of QA development and implementation

- In 2018, securing Re-engagement with QQI, with formal approval of the College's quality assurance procedures and infrastructure through a process of peer evaluation of governance, capacity and quality assurance.

- A threefold increase in programme validation and provision since 2017 including extending scope of provision to Level 9 Masters provision and approval for the delivery of programmes in blended learning mode.

- Securing ownership of the CCT campus building in 2019, further underlining our commitment to our mission and community

- Launching, implementing and reviewing the CCT Teaching, Learning and Assessment Strategy and the CCT Research and Innovation Strategy

- Refurbishing the whole physical campus environment over the last three years, including the relocation and expansion of the CCT Library

providing increased private and group study space and facilitating expansion of services available to students and staff

- Extending and enhancing new approaches to blended learning and digital capacity including notable investment in our virtual campus to facilitate wholly online or blended programme delivery, student management and support.



- An almost twofold increase in the student body through diversification and expansion of the programme portfolio of the College
- Formally establishing and engaging the CCT Industry Engagement Forum, which led to the ongoing successful strategic partnership with Microsoft Ireland for the development, delivery, and funding of industry-responsive, flexible, skills-based programmes

- Expanding our global reach and brand awareness through a student-centred approach to teaching, learning and assessment, and increasing resources in our digital marketing

- Securing QQI approval for extended scope of provision for blended learning

- Maintaining a consistent and positive approach of constantly innovating, and remaining flexible and responsive to the needs of staff, students and the organisation throughout the COVID pandemic

- Establishing the CCT Centre for Teaching and Learning and the development of a sector-respected programme of professional development – the CCT Excellence in Teaching Series

- Completing a successful pilot cycle of our Certificate in Teaching and Learning incorporating a digital badge from the National Forum for the Enhancement of Teaching and Learning on teaching strategies for new lecturers.

- Expansion of the CCT Student Mentoring Academy contributing to student success through faculty supervised peer support

- Extending our student support services to include CCT funded mental health counselling provided by registered psychologists for all students and staff, along with free summer bootcamp provision of skill-based provision for all student's career development.

And we are only warming up.....!





Consultation & Background to this Strategic Plan, 2021-2023

Over 2019 and 2020, CCT engaged with stakeholder groups such as Students, Staff, the College Board, CCT's Industry Engagement Forum members, and peer expertise through the College's expanding network. Through surveys, meetings, facilitated workshops, seminars, webinars, and focus groups, CCT identified a number of key themes and strategic priority areas.

Informed by this stakeholder input, sectoral engagement, national and international research, CCT developed a three-year strategy covering the period from 2021 – 2023. The current pace of change in higher education is such that, in relatively smaller HEIs like CCT that are still in the early stages of evolution a shorter, a more focused three-year plan is more likely to address developing issues than a five year plan typical of larger organisations. The emergence of COVID-19 means HEIs need to become ever more adaptable and responsive. We believe a prudent, practical and focussed approach is necessary to achieve our strategic goals and to achieve our vision for CCT by 2023.

In designing our strategy, we have drawn on our culture, values, history, strengths, challenges, and positioning within the overall higher education sector in Ireland, in particular and internationally, in general. This strategy builds upon the success of implementing our previous strategic plan (2018-2020), and is informed by economic, demographic, environmental and national policy, consulted on with stakeholder groups.

Each strategic priority is part of an integrated vision, achievable through interconnecting goals, and key actions.



The background of the page is a photograph of a large group of graduates in a lecture hall, wearing black graduation gowns and caps. They are seated in rows, and some are looking towards the front of the hall. The image is slightly blurred and has a blue overlay.

STRATEGIC VISION

Our main strategic vision for CCT over the next three years is to further strengthen the reputation and position of the college as a leading, high quality, student-centred independent higher education provider of Computing, Business and ICT programmes in Ireland. Moreover, we aim to have CCT nationally and internationally recognised as a college leading innovative education while being fully responsive to the changing needs of society. Our vision for our future is one of innovation, care, diversity, global reach and responsiveness in all that we do. A higher education provider focused on excellence in all our endeavours. A higher education institution that ultimately plays an increasing and meaningful role for Irish and global society.

THEMES FOR STRATEGIC PLAN 2021-2023

The strategy will be delivered by working on and completing a number of key actions for each strategic goal within the strategic priorities. Each strategic goal was informed through consultation with college stakeholders. The consultation process outcome of ideas and feedback generated, are grouped into six major themes which inform our strategic goals and priorities as follows:

- A. Teaching, Learning, and Assessment Enhancement
- B. Staff Development
- C. Student Engagement, Partnership and Support
- D. The changing nature of education and skills provision
- E. Growth and development of the College, Brand awareness and global reach
- F. Greater Industry Engagement
- G. Enhanced use of integrated technologies for greater efficiency
- H. Sustainability

CCT STRATEGIC PLAN (2021 - 2023)

STRATEGIC PRIORITIES AND GOALS

Enabling the Strategy

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Strategic Priority 1

Strengthening Student Engagement, Partnership and Inclusion

- 1.1 Student Support and Pastoral Care
- 1.2 Student Success
- 1.3 Development of Innovation Learning Spaces virtually and on campus
- 1.4 Educational Opportunity Access Initiative
- 1.5 Maximising opportunities for the development of Graduate Attributes
- 1.6 Student Partnership

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Strategic Priority 2

Expansion of the Centre for Teaching and Learning

- 2.1 Expansion of the Centre for Teaching and Learning
- 2.2 Teaching, Learning and Assessment Strategy
- 2.3 Curriculum Reform
- 2.4 Skills and Employability
- 2.5 Research Strategy and Scholarly Enhancement Activity

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Strategic Priority 3

Global Connectivity, Brand Awareness and Reach of CCT

- 3.1 Digital Vision Plan
- 3.2 Collaboration in Education
- 3.3 Industry Engagement
- 3.4 Alumni Community
- 3.5 Internationalisation
- 3.6 Building Brand Awareness

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Strategic Priority 4

Development of our Staff and our College Community

- 4.1 Staff Development
- 4.2 Organisational Culture
- 4.3 Staff and Student Health and Wellbeing
- 4.4 Physical Infrastructure
- 4.5 Digital Infrastructure
- 4.6 The Future of Work

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Strategic Priority 5

Development of our Staff and our College Community

- 5.1 Governance for Sustainability
- 5.2 Growth in Student Numbers
- 5.3 Education for Sustainability
- 5.4 Sustaining our Environment

Strategic Priority 1

Strengthening Student Engagement, Partnership and Inclusion

Strategic Goals

1.1 Student Support and Pastoral Care

Key Actions

1.1.1 Continue to provide and expand a caring, responsive and holistic student support service with academic, personal, and professional supports reflective of the needs of a diverse student community

1.1.2 Expand on our existing student support services while maintaining a personable approach and open-door policy

1.1.3 Increase the number of student support service staff at the College in line with an expanding service

1.1.4 Continue to provide fully CCT subsidised mental health professional counselling for enrolled students

1.1.5 Continue to improve and incorporate online access for students to all student support staff and services and investigate new support opportunities arising from technological advancements

1.1.6 Further enhance the induction experiences for all students, with a particular focus on first year induction and orientation

1.2 Student Success

Key Actions

1.2.1 Finalise development and implementation of an Institution wide research-informed Student Success Strategy in partnership with students, aligned to the National Forum for the Enhancement of Teaching and Learning strategic priority for HEIs in Ireland

1.2.2 Produce a strategy architecture with learning analytics at its core

1.2.3 Identify data enabled student-centred learning needs to help ensure students receive tailored supports and interventions while developing their criticality, self-efficacy, technical and transversal skills for the future workplace

1.2.4 Utilise learning analytics as the underpinning for these Key Actions and as part of the Student Success Strategy

1.2.5 Further strengthen and increase access to extra-curricular student success initiatives to promote and facilitate academic integrity, academic success and professional success

1.3 Development of Innovation Learning

Spaces virtually and on campus

Key Actions

1.3.1 Designate an innovation and technology learning space within the campus building. This physical learning space will host a number of selected cutting-edge technologies to facilitate creativity and innovation and will be informed by industry to ensure learners are creating positive links between their studies and the real world

1.3.2 This new learning space will also include additional e-learning studios at CCT for online learning, development of online lessons as well as live streaming of content

1.3.3 Investigate into and introduce more innovative technologies virtually, including AI and VR platforms along with virtual labs to complement the on-campus environment

1.4 Educational Opportunity Access

Initiative

Key Actions

1.4.1 Broaden our focus on providing enhanced access through expanding our use of blended and remote modes to enable greater access to students from all over Ireland



1.4.2 Further promote and strengthen equality and inclusion to facilitate enhanced access and accommodation for all in an inclusive learning environment. In doing so CCT will further develop partnerships with state funded social enterprises such as AHEAD and Not So Different, as a means of CCT facilitating equality and inclusion for people with disabilities and/or who are neuro-diverse, such as those on Autism Spectrum

1.4.3 Continue to collaborate with partners across further and higher education, and within industry, in relation to developing and supporting progression pathways and opportunities of relevance to CCT programmes

1.4.4 Increase access opportunities to CCT programmes using non-traditional routes such as RPL, RPEL, foundational programmes, bootcamp induction courses, bridging and taster programmes, along with collaborations with Further Education providers

1.5 Maximising opportunities for the development of Graduate Attributes

Key Actions

1.5.1 Further embed an outlook of social responsibility, ethical behaviour and humanity in our programmes, and how they are delivered

1.5.2 Continue to develop initiatives which will enrich the lives of our student body. These will include enhancing a vibrant Clubs and Societies culture, supporting social events for students, and developing further staff/student community and charity based events and initiatives.

1.5.3 Explore the provision of work-based learning, and further strengthen the opportunities for work-based learning where appropriate, throughout our programmes

1.5.4 Create a Graduate Attributes and Employability Development programme common across HE programmes at CCT through blended provision

1.5.5 Continue to develop and expand upon the Careers Service and Library Services at CCT in enhancing student's job readiness, interview skills, awareness of industry trends, with suitable research support, along with academic report writing, stress and time management

1.6 Student Partnership

Key Actions

1.6.1 Increase and enhance student partnership opportunities and initiatives to further expand on CCT's culture of change through collaboration, reciprocity and shared responsibility between students and staff

1.6.2 Encourage and facilitate students to become co-creators in pragmatic initiatives to support learners and learning across the institution. This process allows for a mutual understanding of fears, misconceptions, hopes, and aspirations driving a creative process where all partners are considered experts within the learning community

1.6.3 Maximise opportunities to capture lived experiences of students expressed through opinions and ideas, demonstrated by formal and informal conversation, debate, and feedback, to inform and enhance CCT programmes, service, culture and practice

1.6.4 Continue to support and expand opportunities for students as partners in CCT's governance and decision-making. Empowerment in decision-making, both individually and collectively, is required for both students and staff to realise the full potential of partnership with one another.





Strategic Priority 2

Expansion of the Centre for Teaching and Learning

Strategic Goals

2.1 Expansion of the Centre for Teaching and Learning

Key Actions

2.1.1 Further expand on the success of the Centre for Teaching and Learning with a focus on the continuous enhancement of teaching, learning and assessment quality in both face-to-face and online contexts

2.1.2 Design and development of a special purpose award in Learning Innovation for HE, to further encourage the development of faculty staff

2.1.3 Increase the number of instances and opportunities for dissemination of good practice and collaborative models from within CCT and across the sector

2.1.4 Increase the investment of time and resources to facilitate the expansion of the Centre for Teaching and Learning

2.1.5 Promote staff development and education in relation to promoting diversity and inclusion

2.2 Teaching, Learning and Assessment Strategy

Key Actions

2.2.1 Review the existing published Teaching, Learning and Assessment Strategy to 2020

2.2.2 Develop and introduce a new student,

staff and research-informed TLA Strategy to CCT from 2021, centred on the student learning experience, facilitating student success, and promoting teaching, learning and assessment innovation and integration

2.2.3 Embrace new and emerging technologies employing a 'pedagogy first approach' and increase digital capacity and blended / online learning options on all relevant programmes

2.2.4 Employ the intelligence gained from Learning Analytics to review the current teaching, learning and assessment approaches and strategies of all programmes to ensure that they are coordinated, suitable, inclusive and equitable to students



Dr Dermot Douglas
*Chair (Independent) of CCT
Academic Council*



Tony O'Donnell
*Chair (Independent) of
CCT College Board*

2.3 Curriculum Reform

Key Actions

2.3.1 Continue to review and reform all programme curricula with a focus on the learning experience of the individual student and their ability to flourish in the world outside CCT

2.3.2 Develop new programmes within the areas of Computing and Business from levels 6 to 9 on the Irish NFQ which include interactive, real-world, industry informed, work-based and collaborative learning.

2.3.3 Review how the development of digital, transversal, and life-skills are embedded in all of our programmes and aligned with the Graduate Attributes and Visions articulated for each

2.3.4 Increase the use of access, or 'bridging,' or induction education and training to better support non-standard applicants to higher level programmes and enhance their learning opportunities

2.3.5 Prioritise Blended learning and microcredential modes, together with credit accumulation towards full awards, where appropriate for new curriculum development with a greater emphasis on practical application and closer alignment to industry needs and career development opportunities

2.4 Skills and Employability

Key Actions

2.4.1 Establish a rapid-response microcredential unit of skills-based programmes at CCT which is industry informed and aligned to the European Common Microcredential framework (where applicable)

2.4.2 Continue to provide the Summer Skills Initiative of free CCT certified and subsidised skills based training for full time registered students at the College

2.4.3 Increase the number of industry representatives and overall input into the early stages of programme design at CCT

2.4.4 Continue to develop and expand upon the Careers Service at CCT in enhancing student's job readiness, interview skills, awareness of industry trends, with suitable research support

2.4.5 Review all major and special purpose awarded programmes to ensure how additional workshops can be included on CV preparation, job-seeking, job readiness, interview skills training as well as professional development report writing, stress and time management



2.5 Research Strategy and Scholarly Enhancement Activity

Key Actions

2.5.1 Review the current CCT Research Strategy (which is generally reviewed on a bi-annual basis) to ensure it aligns with college growth and innovation within Teaching and Learning

2.5.2 Continue to increase investment in time and resources for the College to realise the strategic goals laid out in the first Institutional Research Strategy

2.5.3 Ensure that CCT delivers on the priorities and goals presented in the Research Strategy particularly with more Level 9 provision planned, to enable teaching and learning which is research informed, research-oriented, research-based, and research-led

2.5.4 Continue to enhance and expand on all academic support services for staff and students provided by the Centre for Teaching and Learning and the Library service, to increase academic access and strengthen research and publication capacity within CCT

2.5.5 Continue to invest in and extend research resources and platforms such as Digital Commons, ARC and Learning Space

Strategic Priority 3

Global Connectivity, Brand Awareness and Reach of CCT

Strategic Goals

3.1 Digital Vision Plan

Key Actions

3.1.1 Review the digital capacity of the college against the projected enhancements required over the next three years

3.1.2 Complete and implement a Digital Vision with a practical plan that will provide for the increased use of tested and innovative learning technologies to enhance and further facilitate vibrant, interactive and dynamic teaching, learning and assessment

3.1.3 This Digital Vision Plan will take into account CCT's strategic goal to provide additional programmes through blended, online and remote learning modes and means

3.2 Collaboration in Education

Key Actions

3.2.1 Continue to establish structures and increase investment in time and resources for staff to engage in knowledge exchange nationally and internationally, as a key catalyst for institution innovation, development, networking and value creation.

3.2.2 Increase the instances for all staff to engage in collaborative projects across the sector which will facilitate professional development

3.2.3 Promote staff participation in QQI peer review panels and quality assurance activities

3.2.4 Host or participate in at least one annual workshop or conference (as a significant group of staff), related to the enhancement of teaching, learning and assessment, knowledge exchange, and creative ideas

3.2.5 Increase the output of pedagogically relevant knowledge, experience, dissemination of good practice, and innovations across the wider education sector

3.2.6 Finalise agreement on and implement our Institutional Alliance with IT Sligo for collaborating and partnering on education exchange, along with design, development, and provision of a number of proposed major and minor programme awards

3.2.7 Initiate discussions with QQI in respect of gaining Devolution of Responsibility for validation sub-processes

3.2.8 Initiate discussions with QQI in respect of gaining the delegated authority to make awards as provided under Section 55 of the Qualifications and Quality Assurance (Education and Training) Act 2012 as amended

3.3 Industry Engagement

Key Actions

3.3.1 Further develop our Industry Engagement Forum with increased membership for inclusion of organisations relevant across both faculties, and increased instances to engage with our IEF members

3.3.2 Strengthen the level and number of industry strategic partnerships we are engaged in across the ICT and Business sectors, including our successful Microsoft Ireland partnership

3.3.3 Increase the number of industry field trips, guest lectures, industry led webinars, and feedback on typical industry-based problems which can inform assessment

3.3.4 Continue with efforts to arrange on-campus and/or online CCT led industry fairs or exhibitions or days to make connections between CCT graduates and current students with organisations and recruitment organisations





3.4 Alumni Community

Key Actions

3.4.1 Expand and improve the Alumni Office to facilitate greater levels of engagement with the CCT Alumni community, by increasing the staff resource devoted to all alumni activity and engagement

3.4.2 Grow connectivity and contact with Alumni using enhanced digital capacity and resources

3.4.3 Increase the number of Alumni talks and direct involvement in lectures and tutorials

3.4.4 Employ some graduates as brand ambassadors to help lead promotion campaigns and build awareness of the CCT brand

3.4.5 Maintain a support and mentoring service for many within our Alumni community

3.4.6 Organise at least one alumni event each year to promote the value of our graduate cohort

3.4.7 Strengthening existing supports and investigating additional potential alumni benefits to secure ongoing engagement of alumni for mutual benefit

3.5 Internationalisation

Key Actions

3.5.1 Develop an Internationalisation Plan – as part of a new Growth Strategy, which identifies certain priority markets abroad for

offshore international student marketing and recruitment

3.5.2 Identify and engage with one main international marketing and recruitment management service provider for certain key international markets

3.5.3 Grow international offshore recruitment considerably as part of a diversification strategy

3.5.4 Maintain and enhance CCT's engagement with Irish state internationalisation strategy on emerging and priority education and skills based areas

3.5.5 Extend the reach of the College into the EU region by establishing links and collaboration with HEIs based within the EU and planning to provide EU funded programmes

3.6 Building Brand Awareness

Key Actions

3.6.1 Revise continually each marketing campaign on what works best for each promoted programme and its target audience.

3.6.2 Employ greater use of student and graduate profiling throughout CCT marketing

3.6.3 Continue to think creatively and expand on innovative approaches with regard to promoting the College

3.6.4 Develop and Implement a plan for doubling the investment for marketing, promoting and brand awareness activity in 2023 – from 2021





Strategic Priority 4

Development of our Staff and our College Community

Strategic Goals

4.1 Staff Development

Key Actions

4.1.1 Continue to promote and invest in ongoing development of staff, with a sustained commitment to the enhancement of teaching, learning and assessment, including maintaining our policy to fully support faculty undertaking L9 and L10 qualifications

4.1.2 Maintain and enhance our Professional Development Register

4.1.3 Improve on delivery of periodical staff performance appraisals, and feedback for staff

4.1.4 Review for enhancement, staff recruitment, induction, and integration policies, procedures, and practices

4.1.5 Continue to promote and provide capacity for staff to engage and participate in sector networking and wider learning opportunities

4.1.6 Build digital capacity of staff to facilitate the fulfilment of strategic priorities

4.2 Organisational Culture

Key Actions

4.2.1 Continue to foster a student-centred and staff-focussed culture of openness, collegiality, collaboration, humanity, humility and trust

4.2.2 Maintain the practice and further promotion of principles of equality, mutual respect, and diversity

4.2.3 Sustain the current close-knit community culture of CCT by growing only to an optimal size which helps to retain the culture as it is

4.3 Staff and Student Health and Wellbeing

Key Actions

4.3.1 Maintain and increase the College's investment in student and staff health and wellbeing by providing an optional fully subsidised professional mental health counselling service for all

4.3.2 Continue to promote the policy that student and staff health and wellbeing is paramount, particularly in the context of the global pandemic – COVID19, and its unknown aftermath

4.3.3 Create and implement a plan to periodically monitor staff wellbeing

4.3.4 Enhance staff training on workplace health and safety, along with physical and mental health and wellbeing

4.4 Physical Infrastructure

Key Actions

4.4.1 Renovate an identified area of the campus building as an additional student lounge and study space, along with the development of an Innovation space integrating cutting edge and industry informed tech

4.4.2 Initiate a Refurbishment Programme, (building on the good practice of rolling facilities and resources review), to help ensure that our campus facilities are continuously upgraded. Examples for this programme include the refurbishment of the main elevator and the transformation of the basement floor to mirror cutting-edge collaborative space

4.4.3 Implement additional e-learning studios with capacity for studio produced level pre-recorded learning material

4.4.4 Explore, Research and produce a report and plan for the expansion of campus space to the rear of the building (new development) and adjacent to the Ground floor (acquisition)

4.5 Digital Infrastructure

Key Actions

4.5.1 Demonstrate sustained and consistent improvement in operational excellence and the use of information and analytics using evidence-based decisions

4.5.2 Implement our Digital Vision to establish a practical plan to deliver an enhanced connected college, integrating software infrastructure to deliver a more seamless end user experience for staff and students



4.5.3 Continue to enhance and improve remote delivery of integrated teaching, learning and assessment to facilitate positive student experiences through blended learning mode

4.5.4 Continue to invest in state of the art technology to support all our activities and services

4.5.6 Utilise Software solutions, including making greater use of ones we already have, to further enhance and/or automate administrative practices and introduce greater efficiencies, to support and improve

critical practice such as assessment feedback for students

4.6 The Future of Work

Key Actions

4.6.1 Review the experience of the pandemic in terms of working practices and schedules and how this review will inform potential changes to the CCT approach to work

4.6.2 Continue to review guidance and regulations published by Government on remote working in Ireland post COVID

Strategic Priority 5 Sustainable Growth of the College

Strategic Goals

5.1 Governance for Sustainability

Key Actions

5.1.1 Continue an underpinning policy approach to sustainable growth and steady development of the College by considered investing of profit to fund continuous improvement

5.1.2 Maintain best practice of executive leadership and organisational development through the economic challenges caused and left by COVID, including separation of academic and corporate governance

5.1.3 Establish a high-level advisory committee to the College Board in Audit, Strategy, and Risk

5.1.4 Implement a college-wide informed Risk Register for ongoing management of risk to be maintained by the Executive Leadership Team and overseen by the College Board

5.2 Growth in Student Numbers

Key Actions

5.2.1 Implement a Market Diversification & Scalability Plan – as part of a new Growth & Brand Awareness Strategy, to focus on strengthening current streams of income, and generation of new income streams (for example, using more flexible modes of learning to achieve greater scale and sustainability)

5.2.2 Increase total student body enrolment to an average total of 1,600 students of credit-bearing provision

5.2.3 Continue to grow the part time profile of the student body

5.2.4 Develop an Internationalisation Plan – as part of a new Growth Strategy, which identifies certain priority markets abroad for offshore international student marketing and recruitment

5.3 Education for Sustainability

Key Actions

5.3.1 Maintain and promote a student-centred and education-first policy to teaching, learning and assessment

5.3.2 Further develop and actively promote non-standard entry routes to programmes, promoting prior recognition of learning, and thinking creatively to solve issues and barriers to education

5.3.3 Continually respond to the skills needs of the Irish workforce by extending participation in government led initiatives to fund education and training provision

5.4. Sustaining our Environment

Key Actions

5.4.1 Submit an application to An Taisce on the Green Campus Programme as a student / staff initiative, with the hope and intent of receiving a Green Flag Award

5.4.2 Develop and implement energy conservation, Waste Management and Recycling Plans, as part of a whole institution approach

5.4.3 Make environment awareness part of the life and ethos of our campus

5.4.4 Review, Promote and Support international travel patterns among CCT staff towards a minimum for sustainability



IMPLEMENTING THE STRATEGY

This strategic plan will be implemented by delivering on the Key Actions listed above, as real indicators of progress and ultimately success. We believe that by working hard to execute these actions we will achieve a more developed, innovative and progressive institution. This strategic plan has been approved by the College Board, Academic Council, and Executive Leadership Team (ELT). High-level responsibility for achieving the vision of the strategic plan rests with the ELT, Academic Council, Management Team, and ultimately with the College President.

Certain actions have been, and will be devolved to other senior level staff within CCT to ensure that the actions are achieved while maintaining a high-level management oversight.

In a significant departure from conventional models of strategic planning at higher education institutions, this new CCT Strategic Plan will involve a process of Rolling Planning. A rolling approach to implementing this strategy provides the College with an opportunity to be flexible and responsive to the dynamic national and global environment. Our strategic planning process will involve continuous monitoring and review of CCT's progress towards its goals, while simultaneously taking account of changes in the environment in which it operates.

Through a range of internal and external analysis tools, CCT will perform an annual review and critical evaluation of the delivery, impact and relevance of its current strategic initiatives. This review will include a detailed analysis of Strategic Goals and Key Actions that characterise our ambitious targets. Where appropriate, these goals and actions will be benchmarked regularly against both national and international comparators.

The rolling planning system will enable us to revise, realign and develop our strategic objectives, where necessary, while maintaining a focus on our stated strategic mission, vision and values. The annual 'Review and Renew' process will continue over the period 2021-2023 of this plan. This approach will enable CCT to be responsive to emerging opportunities, and alert to risks and uncertainty in our environment.

It is intended that this Strategic Plan will be maintained as a working document over the duration to the Strategic Plan so that by the end of the period it is expected that the next Strategic Plan will be developed as a rolling 3 or 5-year plan that flows naturally from the current Strategic Plan.

IN CLOSING

A new and completed three year focussed Strategic Plan, enshrined within the Mission, Vision and Value system of CCT in accordance with the overall philosophies of the college and quality assurance system, is required to give institutional strategic direction and to ensure that the college is going to reach the next level of its development and continue to improve as a provider of high quality education and training. In this context, CCT has as its core interest the education and success of its students and graduates.





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