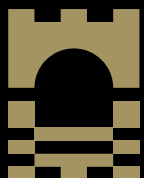


2023



2026



TUS

Ollscoil Teicneolaíochta na Sionainne:
Lár Tíre, An tIarthar Láir
Technological University of the Shannon:
Midlands Midwest

Connecting and Creating

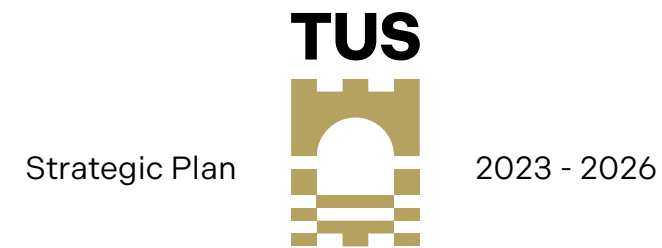


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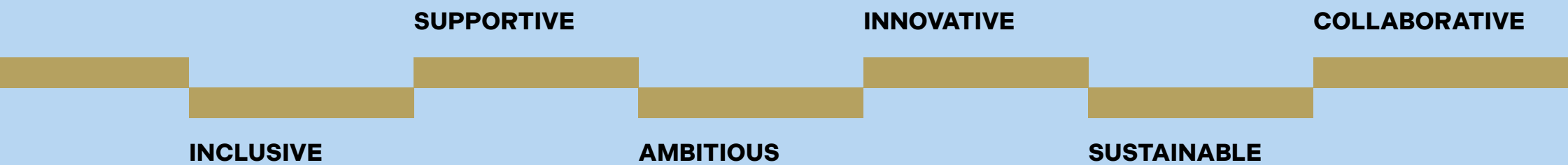
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Overview of Strategic Plan 2023 - 2026



Our Values

We operate in a responsive manner where integrity and excellence underpin all we do. We are honest, fair and ethical through our words and actions.



Our Purpose

The Technological University of the Shannon provides leading student-centred higher education that is research-informed, regionally-relevant and accessible to all.

Our Vision to 2030

To be a catalyst for sustainable change through education and research that transforms lives, our region and the world beyond.

Our Strategic Priorities

Priority 1: Education	Provide a relevant high quality education offering, focused on interdisciplinarity, delivered in both traditional and flexible ways to cater to a diverse cohort of students, across multi-campus locations.
Priority 2: Research	Deliver impactful applied research, growing the research community, engaging in next generation thinking and tackling issues at a regional, national and global level.
Priority 3: People and Organisation	Operate as an integrated organisation, where everyone’s potential can be realised, and where all individuals are provided with equal opportunities.
Priority 4: Connecting Communities	Build and enhance relationships and partnerships to drive the sustainable development of our region and make an impact nationally and internationally.

Our Strategic Enablers

Leadership and Resources

Governance and Policy

Campus Development
and Facilities

Reflective Practice and
Continuous Improvement

Communication,
Technology and Digitisation

Sustainable Development

2

Opening
Messages



Opening Statement by the President

Connecting and Creating

This Strategic Plan represents the evolution of TUS from a nascent university to a technological university that can realise its potential for transformative impact and creativity for the benefit of all our diverse stakeholders.

Ultimately the best foundation that we can lay for TUS is to achieve our own ambition for such transformative impact through this inaugural strategic plan. This is of course contingent upon the technological university being a single integrated entity, a journey in its own right, though one that TUS is well equipped to successfully undertake given the shared values and common objectives expressed herein. Moreover, the benefit that will accrue because of our single, integrated entity will be felt well into the future, and no plan can achieve a better outcome than this.

Indeed, this plan's core strength is that it has been founded upon the views of those who are most invested in it. The act of connecting is at the heart of this plan - our close connections with industry, business, culture and arts, communities, and our region itself is the essence of our unique heritage and enables the creativity that guides our strategic direction whilst ensuring deepening connections between our distributed staff and campuses. This plan has in fact grown and formed according to the views of its multiple stakeholders, with the involvement of staff and the student body central in the connectivity and creativity that characterises it. Because of this, it benefits from a sense of purpose and a clarity of vision that are rooted in the university while also being ambitious for it and the communities it serves.

To deliver on this vision and to underpin the development of our region will ultimately challenge us all as TUS staff, but based on an ambition that is our own, made of our own DNA and expressed in our own language. The functions of our technological university will be shaped to align with the vision encompassed in this Strategic Plan, including a reorganisation of senior management to achieve the objectives in the plan. This will also reflect the fact that we are now in a new and evolving Higher Education landscape and TUS must also develop its own place in this context.

But we are very well positioned in this, not just by way of our shared values and common objectives; not only because of the creativity and connectivity that comes from our heritage of engagement with our diverse stakeholders; not only because of the vibrancy of our campuses and their connections with their communities, but because we are already a European University. Our leading role in the RUN-EU (Regional University Network – European University) Alliance means that TUS is connected not just in our own region but to regions right across Europe, providing major opportunities for students, staff and stakeholders into the future.

To all who have contributed and guided this plan's evolution I offer my sincere thanks and appreciation.

We are well embarked on our journey, but with clarity, a common purpose and a new vision from our inaugural Strategic Plan, our transformation can continue apace.

Ní heart go cur le chéile.

Professor Vincent Cunnane
President

Foreword from the Governing Body Chair

The inaugural strategic plan of any organisation is a very significant document. It is the first time it sets out for all to see where it wants to go, how it wants to get there and how it will know if it has got there.

In the case of a Technological University, this significance is heightened because our plan is a constituent part of a broader future for a new Higher Education landscape in Ireland- a landscape that during the lifetime of this Strategic Plan will continue to evolve. TUS will help to shape that landscape and will evolve and develop with it.

The journey that TUS has been on since October 2021 has been exciting and challenging, and has been focussed on foundational matters, as one would expect the formation of a new university to be. Now, by adopting this plan, we have crystallised our vision of the future and set out how we will progress towards that vision over the next four years.

This plan has at its heart a vision for an ambitious, networked, integrated Technological University that is built on its statutory mandate and rich history. A university which understands its environment, is focussed on optimising its own potential and which

has the dexterity to respond to stakeholder needs and the changing education, economic and social landscape. This vision and plan have been formed and enriched by the contributions of our students, staff, Governing Body members and other stakeholders in the wider community. I would like to thank all who participated and shared their views.

I would also like to commend the President and executive leaders of TUS for the level of ambition set out in this Strategic Plan. We now have the direction of travel for the next stage of TUS's journey. Delivery of this strategy and achieving its milestones will require innovation, determination and a shaping of the organisation to match the strategy. Now, the hard work begins.

It is a rare privilege to be able to lead the development of a new university. My Governing Body colleagues and I are mindful of that privilege and believe that in approving this Strategic Plan we are committing ourselves to leading and supporting the President and his team in realising the Plan's ambition.

Josephine Feehily
Chair

Message from the Students' Union

The Technological University of the Shannon is not only one of Ireland's youngest universities but also one of the country's most ambitious in its mission to provide student-centred and research-informed higher education.

This ambitious strategic plan, informed by feedback from the student body we represent and advocate for, signifies the ambition and intent of our university over the next four years. It sets out a defined pathway and framework for us to collectively achieve these goals and it has been co-created through a process of inclusivity with the community of students, staff and stakeholders across TUS including the diverse body of 15,000+ students we represent.

The priorities highlighted in the strategic plan will be enabled by the entire TUS community working and delivering together in a partnership approach to ensure that the student, who is at the heart of our university, is supported throughout their journey with us.

We are excited that this strategic plan has clear synergies with the strategic plan for our student's union and this interconnectedness will enable a partnership approach in working together to ensure that the student experience at TUS is supportive and empowering. It complements our own vision set out in our constitution that 'each student at the University will have a positive and transformative experience, assisting students in reaching their full potential.'

The plan is set to ensure that there are no barriers to education for those who would benefit from it, and that the services students need to achieve their aspirations are available to them. Values such as inclusiveness, collaboration and supportiveness are at the heart

of TUS as an organisation and as the student's union, these values form part of our moral compass in delivering for the students of TUS.

We are proud to represent an increasingly diverse demographic of 15,000+ students spread across our six campuses. We are honoured to advocate for them and to provide them with a compassionate, purposeful, and impactful student union with their best interests at heart. We will ensure that equality, diversity, and inclusion remain top of the agenda along with the ongoing societal issues impacting students nationally and locally and the multitude of ever-developing challenges that arise within our society.

Our mission as a student's union is to ensure that the student's voice is advocated for, listened to, heard, understood, and acted upon. The need for a strong and connected student union has never been greater and we are excited to support this plan and to ensure that we are always aiming to further develop the student experience and to empower our students in becoming people who will have a positive impact on communities, societies, and economies in Ireland and around the world.

Niall Naughton,
Student Union President

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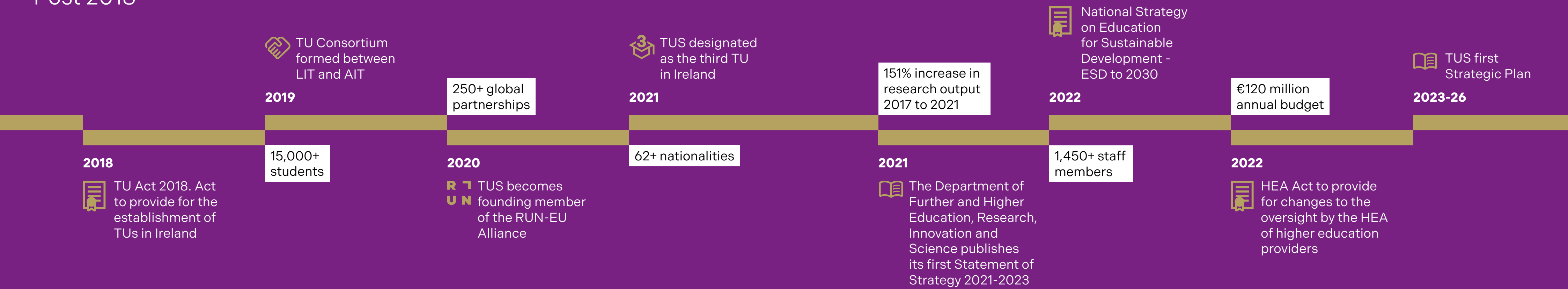
Timeline of the TUS Journey



Pre 2018



Post 2018



4

TUS Statement of Strategy



Our Values, Purpose and Long-Term Vision

The following section provides an overview of the core elements of our strategic direction. Specifically, it sets out our core values, our purpose statement, and our vision to 2030.

TUS Value Statements

Inclusive	We embrace diversity as a key strength where everyone is included and has an equal opportunity to progress and achieve.
Supportive	We care about our people and their well-being, and we maintain a student-centred ethos in all we do.
Ambitious	We set high standards and are courageous in our actions to deliver impact and achieve our potential.
Innovative	We are forward-looking and encourage creativity and exploration that fosters unique ideas and inspires transformative change.
Sustainable	We are thought leaders and adopt a whole of institution approach to the challenges of sustainable development.
Collaborative	We are open, connected and engaged in bringing people together to develop, co-create and share knowledge for the benefit of our region and beyond.

We operate in a responsive manner where integrity and excellence underpin all we do. We are honest, fair and ethical through our words and actions.

TUS Purpose Statement

The Technological University of the Shannon provides leading student-centred higher education that is research-informed, regionally-relevant and accessible to all.

TUS Vision to 2030

To be a catalyst for sustainable change through education and research that transforms lives, our region and the world beyond.

Our Strategic Priorities

Our strategy will be achieved through the execution of a number of cross-cutting objectives, which are aligned to our four overarching strategic priorities.

Priority 1: **Education**

Provide a relevant high-quality education offering, focused on interdisciplinarity, delivered in both traditional and flexible ways to cater to a diverse cohort of students, across multi-campus locations.

Priority 2: **Research**

Deliver impactful applied research, growing the research community, engaging in next generation thinking and tackling issues at a regional, national and global level.

Priority 3: **People and Organisation**

Operate as an integrated organisation, where everyone’s potential can be realised, and where all individuals are provided with equal opportunities.

Priority 4: **Connecting Communities**

Build and enhance relationships and partnerships to drive the sustainable development of our region and make an impact nationally and internationally.

Our Strategic Enablers

Strategic priorities will be underpinned by the following six horizontal enablers.

Leadership and Resources	Lead to embrace opportunity, navigate challenges and optimise use of university resources through a highly effective organisational structure
Reflective Practice and Continuous Improvement	Embed reflective practice to build a culture of continuous improvement throughout the university
Governance and Policy	Govern and operate in a manner that is transparent, manages risk, ensures accountability, optimises performance and aligns with policy
Communication, Technology and Digitisation	Communicate and connect with stakeholders through practices, processes, technologies, and digitisation methods that achieve impact
Campus Development and Facilities	Invest in and develop our infrastructure to enable our ambitions
Sustainable Development	Support sustainable development and embed UN SDG integration across all activities to generate positive impact

We will draw upon these core enablers to deliver on our priorities and make our strategy a reality. Our enablers will inform improved approaches that contribute to operational effectiveness, develop our capabilities to deliver desired outcomes and guide our strategic investment decisions. Our performance against these enablers will be tracked as part of the broader implementation framework.

Strategic Objectives & Expected Outcomes to 2026

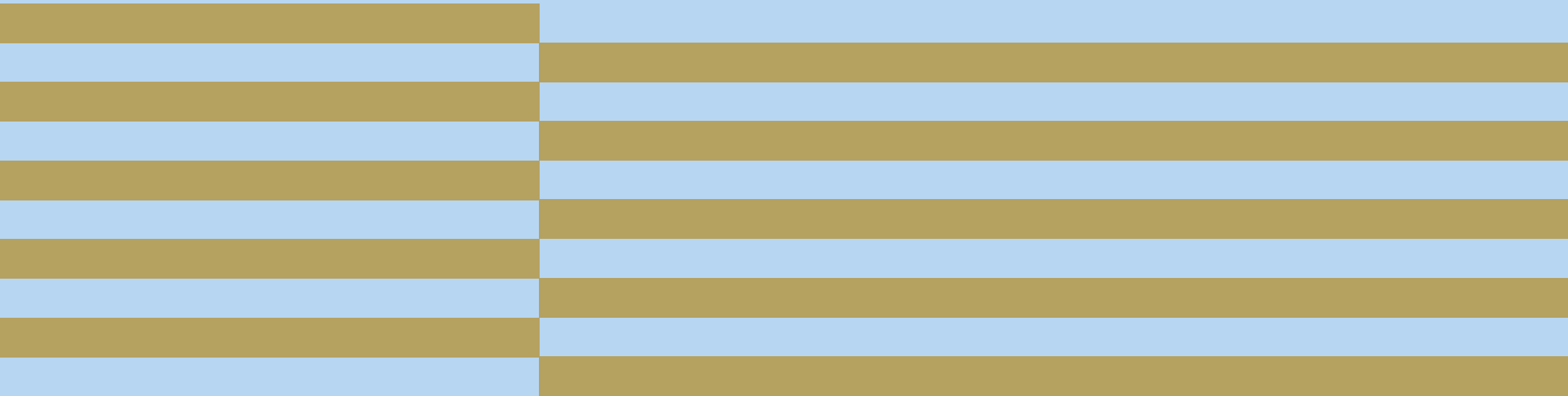
Each of the Strategic Priorities included within this strategy has four underlying objectives. The achievement of these objectives, and by association the realisation of the expected outcomes for each priority, will be used to measure the progress and overall success of our Strategic Plan to 2026.



Education

TUS will provide a relevant high-quality education offering, focused on interdisciplinarity, delivered in both traditional and flexible ways to cater to a diverse cohort of students, across multi-campus locations.

We recognise the power of education for all in tackling societal challenges and developing innovative graduates that make a tangible difference to our region and the wider world. Through our active learning approach, progression pathways and alternative routes to education, we will improve the accessibility and progression in education across our region and beyond, whilst challenging our learners to achieve their highest potential.



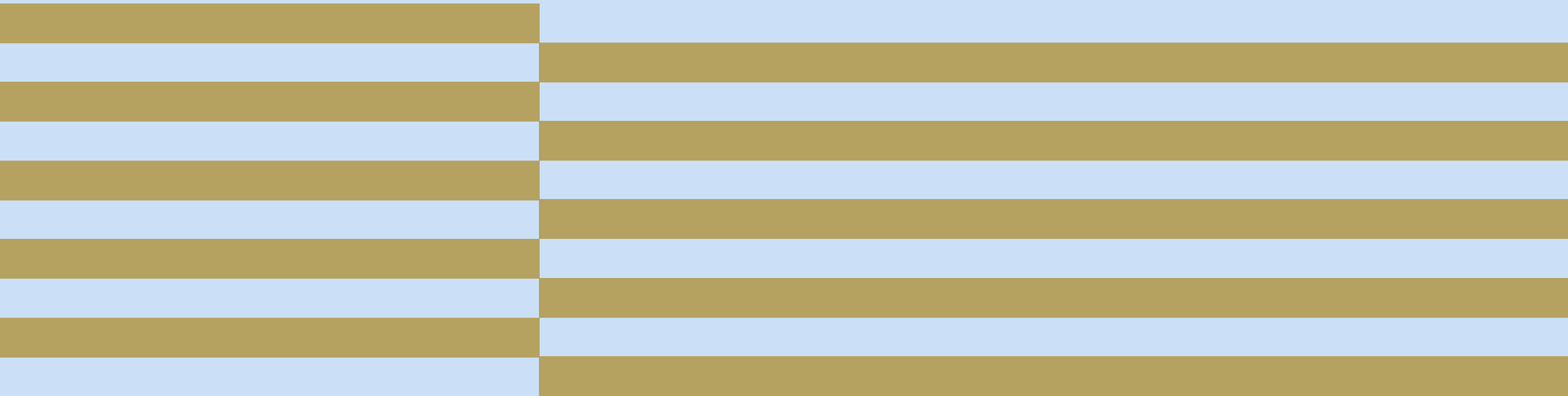
Our objectives and expected outcomes relating to Education:

Objectives & Expected Outcome	
Objective 1	Provide greater access pathways through progression options, apprenticeships, online delivery, flexible learning, international and non-traditional routes to education
Objective 2	Enhance student-centred teaching and learning that is research-informed and enables a diverse cohort of learners to achieve successful outcomes
Objective 3	Harness the knowledge and skills necessary to address challenges and deliver impact regionally, nationally and internationally
Objective 4	Foster the development of graduates that can make a tangible difference in society
Expected Outcome	Our research-informed education will produce work-ready and world-ready graduates that make a notable impact on our region and drive wider societal transformation

Research

TUS will deliver impactful applied research, growing the research community, engaging in next generation thinking and tackling issues at a regional, national and global level.

As an innovation-hub, we nurture ideas and enable the bright minds of our research ecosystem to flourish. Our partnerships enable us to share our knowledge with the world, widen research impact and embed a research culture. Our strategy will focus on extending our reach and driving more significant transformation across our region and beyond.



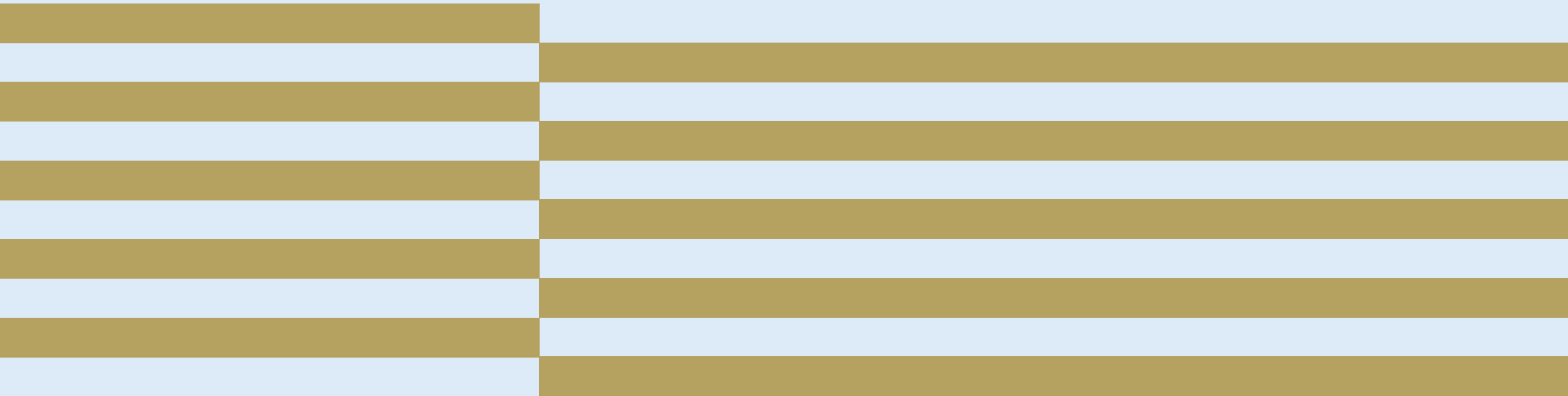
Objectives and expected outcomes relating to Research:

Objectives & Expected Outcome	
Objective 1	Drive increased participation in research that leads to growth in academic and student researchers
Objective 2	Embed a whole of institution research culture that strengthens alignment between research, teaching and learning, and support functions
Objective 3	Create a connected community of research-active staff, students and stakeholders underpinned by structures that promote creativity and drive innovation
Objective 4	Build capacity through RUN-EU and wider international partnerships and collaborations to target specific research areas that support employment and address societal needs
Expected Outcome	Our applied research will generate new knowledge and provide impactful solutions that address regional, national and global challenges and opportunities

People & Organisation

TUS will operate as an integrated organisation, where everyone’s potential can be realised, and where all individuals are provided with equal opportunities

As our greatest strength, our people are at the heart of our Strategic Plan for 2023 – 2026. Their commitment and dedication to our university is a testament to how much can be achieved when we work together. We must be agile in meeting the needs of our growing community, to support our diverse population and enhance our people’s TUS experience.



Objectives and expected outcomes relating to People and Organisation:

Objectives & Expected Outcome	
Objective 1	Provide opportunities and supports that nurture capabilities, promote wellbeing and inspire the growth, development, training and mobility of our people
Objective 2	Enhance the experience of our evolving student demographic across all aspects of university life and deliver an education beyond the academic qualification
Objective 3	Create an inclusive Technological University that people are proud to be part of and where our diverse population has a voice
Objective 4	Establish a well functioning structure that support s the successful achievement of our purpose , strategic priorities and desired outcomes
Expected Outcome	We will have a cohesive TUS culture underpinned by the core values of our university and embraced by all

Connecting Communities

TUS will build and enhance relationships and partnerships to drive the sustainable development of our region and make an impact nationally and internationally.

Our ‘Inclusive’, ‘Supportive’ and ‘Collaborative’ values are the foundation of our TUS community, and will aid us in forging deeper connections with our existing and emerging partners. Through our connected region, integrated campus community, diverse alumni and international partnerships we will bring greater opportunity and deliver sustainable impact.



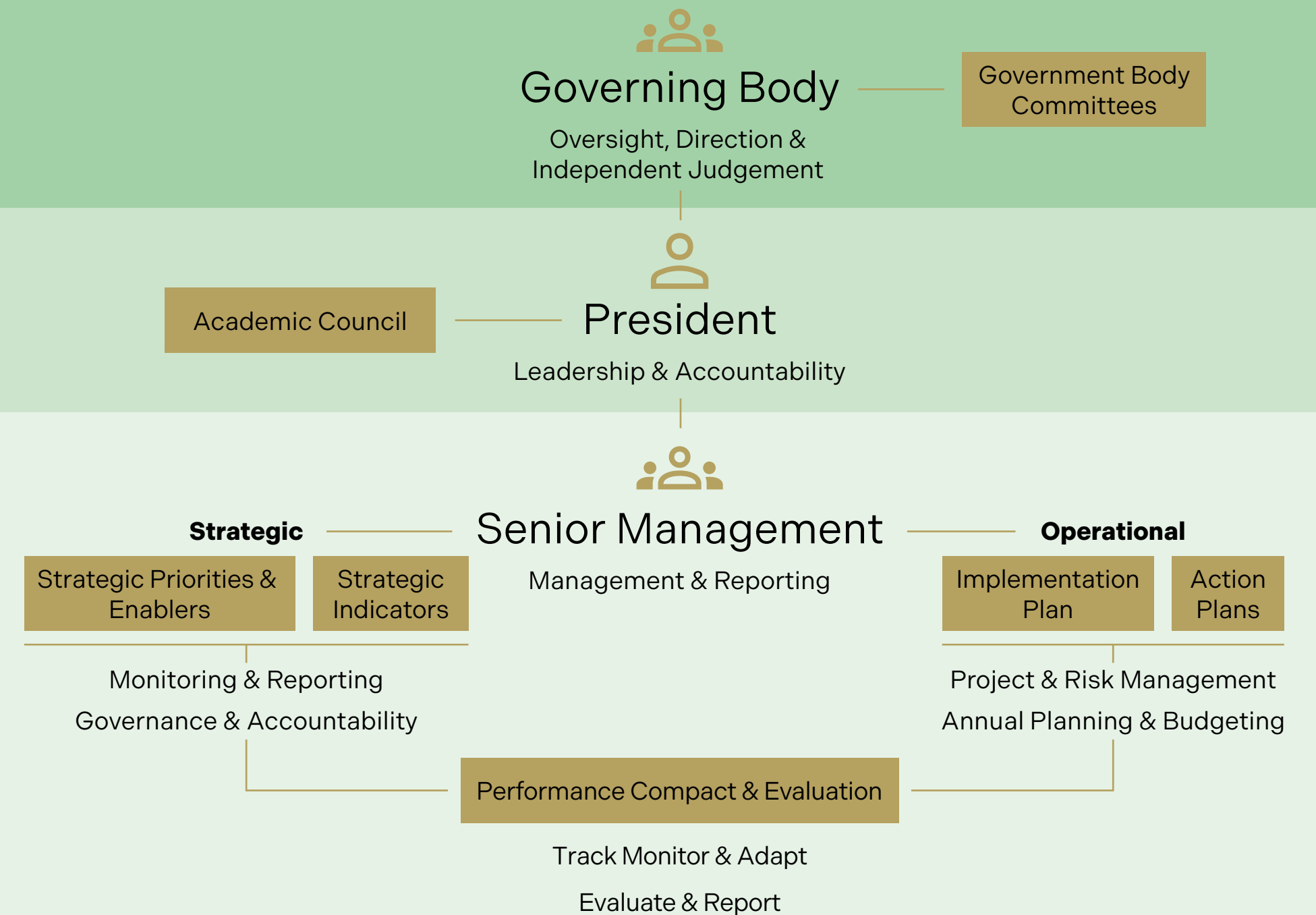
Objectives and expected outcomes relating to Connecting Communities:

Objectives & Expected Outcome	
Objective 1	Create a true sense of belonging through a more integrated campus community that connects beyond the physical environment
Objective 2	Grow and enhance our physical and virtual spaces to enable new ways of working, participating, and co-creating
Objective 3	Focus on engagement and communication that enhances connections, builds communities, and aligns actions to address complex societal challenges
Objective 4	Support and enable our partners to deliver sustainable futures and foster systemic change
Expected Outcome	Our connected TUS community will be thought leaders who generate insight, embrace opportunities and co-create solutions to complex challenges

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Implementation Framework and Progress Reporting

In order to realise the strategic priorities, objectives and expected outcomes set out in our strategy to 2026, we have developed a robust implementation framework that will enable regular monitoring and reporting over the life of the plan.





Our strategy has been developed with inbuilt flexibility. As implementation progresses, we will adopt an agile approach and adapt where internal or external circumstances arise that may require us to change our course of action.

This framework will be underpinned by more detailed action plans with owners and timelines. Throughout the lifetime of our plan, progress will be tracked, managed and monitored. The realisation of our ambition requires the commitment, collaboration and engagement of all staff across the university to deliver on defined actions.

Indicators of Success

The cross-cutting objectives under our four priorities; Education, Research, People and Organisation, and Connecting Communities, will be measured against a set of defined metrics.

At a strategic level, we have identified a number of high-level indicators, aligned to our strategic priorities, that will be tracked and reported against to indicate whether the intended ambition has been achieved, and to identify our contribution to national strategy.

Strategic Priority 1 - Education

Priority: TUS will provide a relevant high-quality education offering, focused on interdisciplinarity, delivered in both traditional and flexible ways to cater to a diverse cohort of students, across multi-campus locations.

Objective 1: Provide greater access pathways through progression options, apprenticeships, online delivery, flexible learning and non-traditional routes to education	Percentage (%) increase of student numbers across a range of routes of entry [traditional CAO, apprenticeship, LLL etc.] Target = 12%
Objective 2: Enhance student-centred teaching and learning that is research-informed and enables a diverse cohort of learners to achieve successful outcomes	Percentage (%) increase of students who progress across a range of provision and methods of delivery Target = Overall increase 3%
Objective 3: Harness the knowledge and skills necessary to address challenges and deliver impact regionally, nationally and internationally	Percentage (%) of programmes (Full-time Level 8) with a work placement associated Target = 100%
Objective 4: Foster the development of graduates that can make a tangible difference in society	Percentage (%) of graduates in employment or further study [from HEA Graduate Outcomes Survey] Target = 92%

Expected Outcome: Our research-informed education will produce work-ready and world-ready graduates that make a notable impact on our region and drive wider societal transformation

Strategic Priority 2 - **Research**

Priority: TUS will deliver impactful applied research, growing the research community, engaging in next generation thinking and tackling issues at a regional, national and global level.

Objective 1: Drive increased participation in research that leads to growth in academic and student researchers	Research, Development and Innovation (RDI) income (€) Target = 40% growth
Objective 2: Embed a whole of institution research culture that strengthens alignment between research, teaching and learning, and support functions	Research outputs not limited to the traditional outputs Target = Publications: Overall increase 100% Other RDI outputs: Overall increase 50%
Objective 3: Create a connected community of research-active staff, students and stakeholders underpinned by structures that promote creativity and drive innovation	Percentage (%) increase of staff involved in RDI activities Target = Overall increase 50%
Objective 4: Build capacity through RUN-EU and wider international partnerships and collaborations to target specific research areas that support employment and address societal needs	Percentage (%) increase of collaborative research engagement activity Target = Overall increase 50%

Expected Outcome: Our applied research will generate new knowledge and provide impactful solutions that address regional, national and global challenges and opportunities

Strategic Priority 3 - **People and Organisation**

Priority: TUS will operate as an integrated organisation, where everyone’s potential can be realised, and where all individuals are provided with equal opportunities

Objective 1: Provide opportunities and supports that nurture capabilities, promote wellbeing and inspire the growth, development, training and mobility of our people	Percentage (%) increase of staff attending accredited and non-accredited programmes Target = 25%
Objective 2: Enhance the experience of our evolving student demographic across all aspects of university life and deliver an education beyond the academic qualification	Percentage (%) of students who rate their overall TUS experience as good / excellent Target = 80%
Objective 3: Create an inclusive Technological University people are proud to be part of and where our diverse population has a voice	Investment in the satisfaction of our diverse people (student / staff satisfaction rate) [to create a TUS culture underpinned by our university values] Target = 85% satisfaction rate in our people being able to raise their voice
Objective 4: Establish a well functioning structure that supports the successful achievement of our purpose, strategic priorities and desired outcomes	Ensure alignment between structure and strategy Target: Achievement of expected outcomes

Expected Outcome: We will have a cohesive TUS culture underpinned by the core values of our university and embraced by all

Strategic Priority 4 - **Connecting Communities**

Priority: TUS will build and enhance relationships and partnerships that drive the sustainable development of our region and make an impact nationally and internationally

Objective 1: Create a true sense of belonging through a more integrated campus community that connects staff and students beyond the physical environment

Level of connectivity experienced by staff and students
Target = Enhanced engagement as evidenced by biannual survey outcomes

Objective 2: Grow and enhance our physical and virtual spaces to enable new ways of working, participating, and co-creating

Funds invested (€) in new, refurbished and repurposed spaces, supporting and enabling the projected growth in student numbers*
Target = €120m
*this figure does not include cost related to affordable Purpose-Built Student Accommodation.

Objective 3: Focus on engagement and communication that enhances connections, builds communities, and aligns actions to address complex societal challenges

Percentage (%) increase of productive partnerships with external bodies
Target = 20%

Objective 4: Support and enable our partners to deliver sustainable futures and foster systemic change

Performance of TUS using Sustainability Leadership Scorecard (SLS)
Target for 2025/2026: Overall score 60% (Bronze Level)

Expected Outcome: Our connected TUS community will be thought leaders who generate insight, embrace opportunities and co-create solutions to complex challenges



Appendix

Appendix 1 – List of Abbreviations Used

The following abbreviations are used throughout the strategy document.

Acronym	Full Name
CEO	Chief Executive Officer
EHEA	European Higher Education Area
EZ-ID	European Zone of Interregional Development
GB	Governing Body
HEA	Higher Education Authority
HEI	Higher Education Institute
IoT	Institute of Technology
MEND	Midlands East & North Dublin
RD&I	Research, Development and Innovation
RTC	Regional Technical College
RUN-EU	Regional University Network European University
RUN-ERA	RUN-EU research and innovation education area
SDG	Sustainable Development Goal
SLS	Sustainability Leadership Scorecard
SME	Small Medium Enterprise
SU	Students’ Union
TU	Technological University
TUS	Technological University of the Shannon: Midlands Midwest
UN	United Nations
VP	Vice President

Appendix 2 – TUS Governing Body Members

Members of the TUS Governing Body as at December 2022 were:

Josephine Feehily, Chair
Prof. Vincent Cunnane, President
Anne Meagher, Staff Representative, TUS
Brigid Delamere, Staff Representative, TUS
Catherine Collins, Network Manager, First Polymer Training Skillnet
Colette Ryan, Senior Director of Commercial Supply Chain, Alkermes
Dr Anne Cusack, Co-Founder, Critical Healthcare Ltd.
Dr Marguerite Doyle, Managing Director, Heraeus Metal Processing Ltd.
George O’Callaghan, Chief Executive, Limerick and Clare Education and Training Board
James Hadnett, TUS SU (Midwest) Deputy President
Dr James Ring, CEO, Ingenium Training and Consultancy
John Doyle, Staff Representative, TUS
John Griffin, CEO, Ericsson Ireland
Kevin McLoughlin, Staff Representative, TUS
Martin Quinn, Social Innovator
Niall Naughton, TUS SU President
Noel Gavin, Senior Vice President, Northern Trust
Prof. Han Brezet, Eco Design at AAU Aalborg University and Steering Board, RUN-EU (Regional University Network – European Union)
Shahboz Babaev, TUS SU Postgraduate Representative
Tony Mahon, Staff Representative, TUS

Appendix 3 – RUN-EU

The Regional University Network-European University (RUN-EU) alliance now brings together nine like-minded, regionally focused Higher Education Institutions (HEIs) comprising more than 76,000 students, 8000 staff, 53 faculties, 97 research centres and groups and more than 30 associated partners including Regional, National, and International authorities. The members of the Regional University Network are:

- Häme University of Applied Sciences, Finland
- Howest University of Applied Sciences, Belgium
- NHL Stenden University of Applied Sciences, The Netherlands
- Polytechnic of Cavado and Ave, Portugal
- Polytechnic of Leiria, Portugal
- Technological University of the Shannon: Midlands Midwest, Ireland
- University of Burgos, Spain
- University of Győr Széchenyi István University, Hungary
- Vorarlberg University of Applied Sciences, Austria

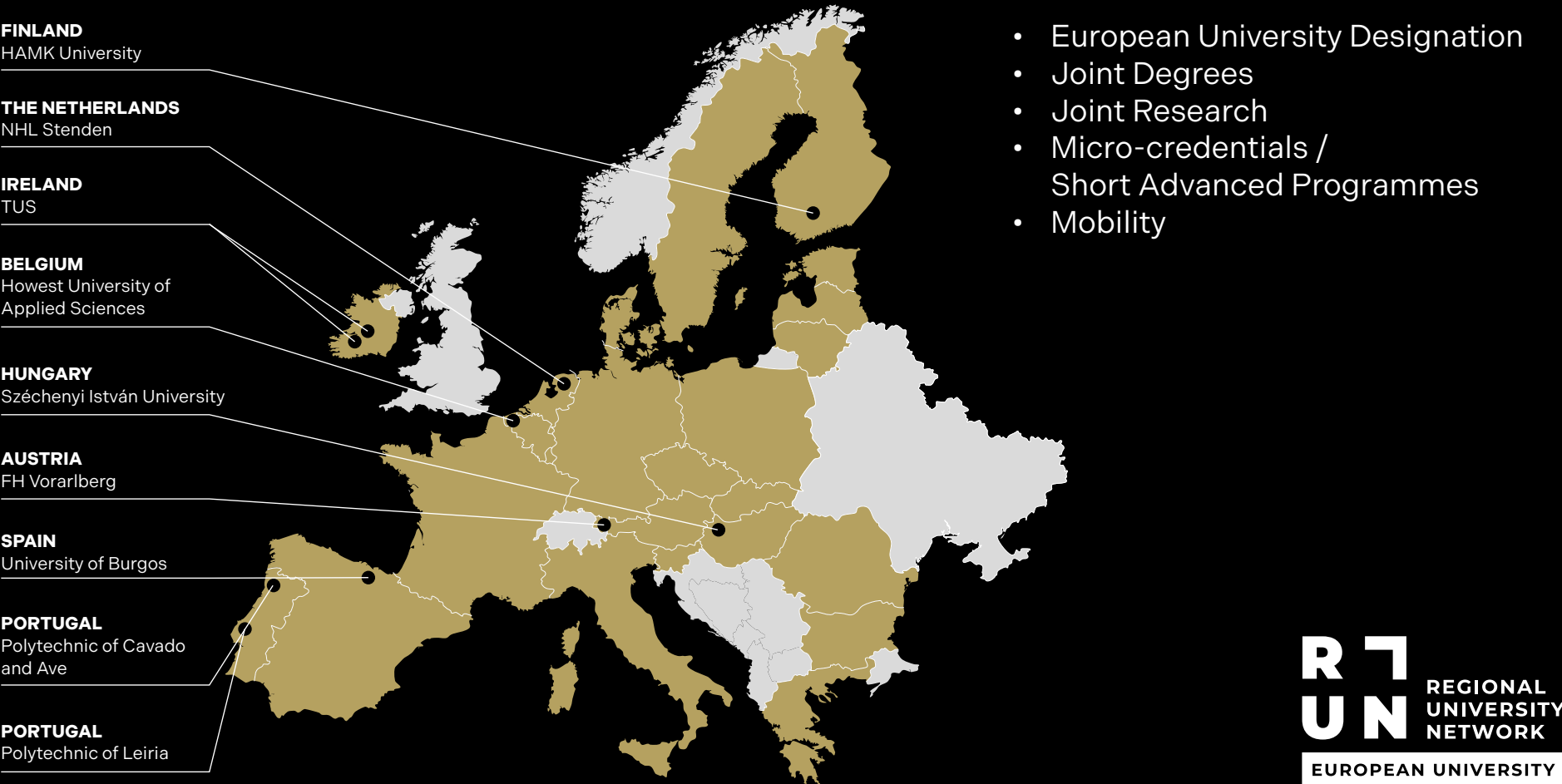
TUS is coordinator of the RUN EU European University alliance funded under the EU commission Erasmus programme and coordinator of the H2020 research and innovation support action funded under the H2020 programme.

RUN-EU will deliver on the core objectives of the European Research Area by “fostering the free movement of researchers, scientific knowledge and innovation, and encouraging a more competitive European industry” through:

1. Inter-University Future and Advanced Skills Academies and Collaborative European Degrees-
2. Inter-University European Mobility Innovation Centre
3. Interregional European Innovation Hubs and Innovation Discovery Programmme - fostering joint RD&I activities with industry and regional stakeholders.
4. RUN-EU PLUS supporting the implementation of a common research and innovation Masters and PhD programme and action plan focussed on strengthening our research and innovation activity across the RUN-EU alliance.

RUN-EU is committed to working with our associate partners in providing collaborative opportunities to raise the potential of the member regions in terms of competitiveness, the stimulation of new knowledge and innovation in SMEs and the overall improvement of the population quality of life. The EZ-ID will also establish similar collaborative structures in Business and Enterprise, Government Policy, Society and Culture with a view to driving the collective opportunity and potential available to the combined population of participating regions, promotion of common European values and the UN’s Sustainable Development goals.

RUN-EU Network Overview



Connecting
& Creating