Implementation Plan
Munster Technological University (MTU)
2025

Recommendation	Commentary	Action(s)	Completion Date
1. The review team recommends that MTU engage in a more structured and planned consultation process while undertaking a comprehensive and evidence-based process of reflection and self-evaluation when preparing for the next institutional review.	MTU concurs with the CINNTE Review Team that "a more structured and planned consultation process" would have been desirable, and will be implemented, planning for broad-based, in-depth stakeholder consultation to inform the institutional self-reflection process in preparation for the next institutional review		
2. The review team recommends that MTU improve governance of quality assurance and enhancement by establishing a more comprehensive scheme of delegation in which roles, responsibilities and accountabilities of the Governing Body, Academic Council and their sub-committees, together with the Executive, are made more explicit and transparent. This should include clear ownership of strategic objectives, key performance indicators, and risks in alignment with the university strategic plan, Our Shared Vision 2022–2027	Much of the response will be actioned through existing annual reviews of decision-making bodies' terms of reference & in providing clarity on the executive's responsibilities (which is where management delegation from the President occurs, rather than via a Schedule of Delegation). ToRs and related documents are in the public domain and risks/areas of the operational objectives arising from the Strategy are already assigned to and owned by key individuals. In this context we will consider how we might best respond to the request	A. Undertake a desk-based gap analysis with VPA & Registrar to establish existing delegations/responsibilities in this interim phase alongside any gaps in such. B. Draft and gain approval of any changes required to governance documents/ delegations and on website to better articulate the delegation of the President's powers set out in Section 20 of the TU Act. (e.g. descriptions of exec structure and responsibilities).	A. Q2 2025 B. Q4 2025

	for greater clarity and communication as MTU evolves to steady state.	C. Implement finalised updates to governing documents and scheme of delegation.	C. Q4 2025
3. The review team recommends that MTU ensure the Governing Body and its sub-committees adequately challenge and scrutinise the university's international ambitions and activities to enable MTU to fulfil its potential in staff and student mobility, research, innovation and entrepreneurship.	While the Governing Body's agenda is a matter for the Chair and President as set out in the TU Act, we will review how Governing Body might best support and oversee the University's international ambitions as set out in its strategy, including in relation to the related Recommendation 27 below.	A. Establish via consultation with GB members and MTU Exec how MTU's international ambitions might best be brought before the Governing Body, over and above the existing Strategic Plan reporting. B. Where relevant, commission reporting and timetable such input. C. Implement	A. Conclude consultation by Q2 2025 B. Q3 2025 C. From AY 2025/26
4. The review team recommends that MTU review the size of Academic Council in accordance with Section 16.3 of The Technological Universities Act (2018) to ensure it is sufficiently focused to deliver the functions required of an Academic Council and outlined in Section 17 of the abovementioned Act.	The composition of Academic Council must ensure that AC can discharge its statutory and delegated functions effectively and confidently in a manner that best supports achievement of the MTU mission and academic strategy.	Mindful of the recommendation arising from the CINNTE review, the Standing Orders Committee of Academic Council will	Q4 2025

| | At the same time, the composition must safeguard Academic Council's role as the central locus of shared institutional governance in MTU, with both participatory and representational aspects.

The membership principles MTU has developed aim to enable broad participation from across MTU while ensuring that constituency and seat distribution reflects and supports the general and particular functions of AC. The current composition of Academic Council includes a small number of ex-oficio positions together with a majority of elected positions. These elected representatives from each of the following constituencies, represent key stakeholder groups in the academic affairs of the university: MTU will reflect on how the functions required of an Academic Council may best be delivered whilst ensuring participatory and representative governance. | A. Review the operation of Academic Council under the current principles

B. Develop, following consultation with relevant stakeholders, a model for Academic Council informed by the review

C. Seek formal approval from Academic Council for any proposed model. | |

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5. The review team recommends the establishment of the new University Executive be expedited and clear responsibilities be identified for the Vice-President together with clear structures, roles and responsibilities at all levels reporting to Executive members. In particular, due attention should be paid to having the capacity and capability to enhance learning, teaching and the student experience, and to ensuring the achievement of the strategic objectives.	This is a welcome recommendation, and Ministerial authority has just been received to recruit to the remaining five Executive posts is awaited	A. Deliver on action 2. B. above, to provide clarity on Exec roles and responsibilities as part of the delegation of the President's powers as set out in Section 20 of the TU Act.	A. Ongoing until realised. B. Q3 2025
6. The review team recommends that MTU expedite the replacement of all legacy regulations to form a unified set of policies and procedures covering all aspects of quality assurance and enhancement relating to all students on all campuses.	Expedited completion of a complete unitary QA framework for MTU and the need to ensure that quality policies and procedures are applied throughout in a consistent and reliable manner have been identified by MTU as enhancement areas as part of its self-evaluation. The development of some procedures is linked to the crystallisation of the organisational design framework.	A. Identify and prioritise remaining academic policies and procedures to be harmonised B. Allocate identified policies and procedures to relevant Academic Council Committees C. Unitary set of policies and procedures to be brought to Academic Council for approval.	Q1 2025 Q1 2025 Q3 2025

7.	The review team recommends that MTU develop and populate the academic and professional management support services structure, below the tier of the Vice President, to ensure adequate and effective middle management leadership and support for the senior executive to drive quality enhancement initiatives. Furthermore, MTU should monitor the scope and scale of roles relating to and including the Registrar and Vice President for Academic Affairs, making changes where appropriate to ensure there is visible and accountable leadership of innovation and enhancement in learning, teaching, and student engagement	MTU's Transformation Team are working on ensuring the appropriate academic and professional management support services are in place in each tier below the President to ensure there is visible and accountable leadership of innovation and enhancement in learning, teaching, and student engagement.	A. We await the completion of the University Executive Team for all middle management roles to be established (recommendation 5 above) B. The VPAAR will work with the transformation team over the coming months to ensure adequate and effective middle management leadership is in place to support and drive quality enhancement initiatives	Q2 2026 Q2 2025
8.	The review team recommends that MTU give even higher priority to the website merger process in order to reduce the risk of providing incorrect information to internal and external stakeholders and to avoid any confusion that may be caused by the continued provision of legacy websites	The website merger process is ongoing. It is heavily dependent on the consolidation and rationalisation of backend ICT systems with which legacy websites in MTU are integrated. We anticipate that it will be feasible to retire www.cit.ie and www.ittralee.ie as soon as the backend system dependencies have been addressed. At this stage, the vast bulk of MTU online traffic is	A. www.cit.ie and www.ittralee.ie legacy websites to be retired.	Q2 2026

	flowing through the university-wide website www.mtu.ie, as this is featured in all of MTU's marketing, communication and engagement activity.		
9. The review team recommends making central unified access to QA-related data at all levels a priority to ensure the consistent implementation of quality assurance and enhancement processes and to allow for accurate and reliable data analysis and data informed decision making.	MTU is committed to providing accurate and comprehensive management information to all levels of the organisation on which timely, informed decisions can be made to enhance the student learning experience and assure the quality of our awards. To this end, the University is merging its legacy campus-based Student Information Systems into a single whole-of-University deployment. A series of real-time reports will then be developed from this merged system to provide reliable and consistent information to key decision makers across the University.	A. Merge Student Information Systems and develop high level systems architecture B. Select and deploy a unitary curriculum planning and mapping software system. C. Working with students, academic staff and faculty management, design appropriate reports to underpin quality assurance processes such as annual programme and faculty enhancement reviews. D. Implement above reports on the unitary Student Information System to provide consistent	Q4 2026 Q1 2026 Q2 2025

		reporting across the University.	
10. The review team recommends that MTU develop a strategic approach to portfolio management and governance, including programme development, suspension, and retirement, enabling lifelong learning and the sustainability of the university. This approach should include a holistic and objective assessment of the current programme and module portfolio, taking into consideration the duplication of programmes and modules across campus locations. This assessment should be conducted jointly by Academic Council and the University Executive and should introduce metrics for following up the viability of programmes and their lifecycle, as well as creating a formal procedure for retiring programmes and modules.	As part of its self-evaluation report, MTU has committed to the delivery of an enhanced MTU programme portfolio. MTU agrees that the approach, when reviewing its curriculum portfolio, should include a holistic and objective assessment of the current programme and module portfolio, taking into consideration the duplication of programmes and modules across campus locations. This will be operated as a Faculty Enhancement Review process. When formulating its approach to strategic portfolio development, MTU will develop a formal procedure for programme and module retirement as an important quality assurance mechanism to support this process which will incorporate formal approval by Academic Council. Systematic involvement of Academic Council and Governing Body in continuous portfolio review,	A. Establish a University Executive working group to develop a standardised, comprehensive and multi-faceted framework for reviewing the curriculum portfolio within a given discipline area. B. Seek Academic Council and Governing Body approval of the framework. C. Faculties to apply the framework to review their curriculum framework. D. Develop a University Programme Retirement policy and procedure.	Q2 2025 Q1 2026 Q1 2026 Q2 2026

	in accordance with their respective functions under the Technological Universities Act 2018, will furthermore be ensured.		
11. The review team recommends that MTU ensure that all decisions relating to programme development, suspension and retirement be taken in line with the university's strategy and formally approved by Academic Council, and that both Academic Council and the Governing Body receive, discuss and approve regular reports summarising decisions relating to existing programmes and plans for new programmes within the context of continuous portfolio review.	As above		
12. The review team recommends that MTU establish more formal, robust, transparent, and documented processes and mechanisms to supplement and complement the existing system of networks and relationships upon which the current approach to quality is over reliant.	Crystallisation of the organisational design framework will also enable the University to commence a thorough review of our complement of quality processes in the context of the new organisational structures, with a view to ensuring that all procedures, implementation mechanisms and quality roles are adequately formalised, aligned with	Document current existing informal and formal processes to ensure they are consistently applied across the university	Q1 2026

	the new structures, and comprehensively documented.		
13. The review team recommends the development of a comprehensive people and talent strategy that ensures recruitment, retention, development, and diversification of staff to drive and deliver the ambitions of the strategic plan, with national and international benchmarking. This should include robust systems to measure and monitor staff profiles and progress towards achieving a more diverse workforce, including through proactive international recruitment.	As identified in Recommendation 5 above we await the appointment of a VP People and Culture On appointment of the new VP People and Culture a new People and Talent Strategy will be developed in tandem with new onboarding, induction and retention processes. A new Recruitment Policy will be worked on in parallel with CoreHR process updates Head of Faculty as part of faculty strategy development will establish what experience, skills and qualifications are required in the future	AY 2025/2026	
14. The review team recommends the development of more comprehensive, and consistently applied, onboarding package, induction process, and a clear set of processes relating to staff exit to ensure continuous improvement in talent identification, recruitment, reward, and retention.			
15. The review team recommends the development of clear documentation specifying the requirements for qualifications, skills, and experience in the			

recruitment of academic staff, with a clear emphasis on increasing the entry level qualifications and research experience of those recruited.			
16. The review team recommends that MTU develop and implement a comprehensive programme of staff development and support for academic staff delivering learning, teaching, and assessment, and this should include the ethical use of AI.	Currently there is a lot of work going on in terms of staff development run by the Dept of Teaching and Learning and the Dept of Technology Enhanced Learning	Design and develop new guidelines and training for staff and students around the use of Gen AI	Q2 2025
17. The review team recommends that MTU continue to develop its strategy and accompanying 'smart' targets designed to improve the representation of women among academic staff, particularly at more senior levels. Such a strategy should pay particular attention to developing mechanisms to support women into research leadership roles.	A welcome recommendation that aligns with national and international policy w.r.t increased female representation. MTU has developed its EDI Policies, been actively involved in Athena Swann and Aurora (Advance HE's leadership development programmes for women).	A. Implementation of MTU Athena Swan implementation Plan as a central component of MTU EDI activities B. Increased participation in Aurora Programme C. Roll out of Research Career Framework across MTU D. MTU wide HRS4R strategy and development of early research careers initiative	Ongoing but implementation plans complete Q3 2025

Recommendation		Action	Timeline
18. The review team recommends the development of a comprehensive communication strategy to include both internal and external stakeholders and ensure staff and students are kept up to date regarding developments and changes in university policies.		A. Review existing communication strategy and work with the communications specialists within the organisation to amend where appropriate	Q2 2025
		B. Develop central policy repository for all university policies	Q3 2025
19. The review team recommends that MTU undertake a review of promotion processes to recognise and reward scholarship and innovation in learning and teaching.	As identified in Recommendation 5 above we await appointment of a VP People and Culture	On appointment of the new VP People and Culture they will engage at a sectoral level on the development of the academic career framework	AY 2025/2026
20. The review team recommends that MTU implement a system for evaluating staff engagement and satisfaction and addressing any issues. This can be accompanied by, for example, an institution-wide staff survey conducted by external and impartial professionals annually during the major transformation, and then moving to biannually.	As identified in Recommendation 5 above we await appointment of a VP People and Culture	Commence the development of a staff satisfaction survey	Q3 2025
21. The review team recommends that MTU enhance the student voice at programme level through the development of a uniform	To the furthest extent possible within sectorial limitations, MTU will review and enhance its overall	A. Working with sectoral partners, develop and implement a university-	AY 2025/2026

system of representation at formal academic decision-making fora, and implement a fit-for-purpose, university-wide system of independent evaluation of the student learning experience at both module and programme levels. Resulting reports should be used as a regular part of Annual Programme Review, Periodic Programme Review and internal Quality Reviews and feedback provided to students. This should include a robust university-wide mechanism giving opportunities to all students to provide feedback at module, programme and university level with responsive action plans discussed with student representatives and approved by the relevant sub-committee of Academic Council and then communicated to students.	structures and mechanisms for student representation in academic decision-making fora and formal feedback provision, with particular attention on the integration of these with programme monitoring and review and other internal quality review processes and the implementation of appropriate mechanisms for closing the feedback loop for the students themselves.	wide system of independent evaluation of the student learning experience at both module and programme levels. B. Appropriate training to be provided to students who are members of programme boards, Academic Council, Academic Council committees, Governing Body and other decision-making fora.	Q3 2025
22. The review team recommends the development and piloting of a system for providing structured formal feedback and feed-forward to all students on all modules that indicates their progress, together with a policy that stipulates both a maximum time period before formative feedback is received in each module, and a maximum turnaround	In its Regulations for Programmes and Modules (Marks & Standards), MTU recognises the importance of formative assessment based on continuous assessment of coursework and commits to return coursework marks in a timely fashion.	Develop a University Assessment and Feedback policy and procedure	Q3 2025

time for the marking and return of assessed work on all modules.			
23. The review team recommends the development and implementation of a new single MTU policy covering assessment and examination procedures including appeals and mitigation	The development of aligned polices and procedures covering assessment and examination are currently being developed - see recommendation 6		Q2 2025
24. The review team recommends that MTU develop a clear research and innovation strategy, which embodies the scope and scale of ambition of Technological Universities and is aligned to a new strategy for learning, teaching and student engagement.	This is critical to MTU vision to enhance research capacity, in a sustainable, inclusive and impactful manner.	Develop the R&I Strategy 2025-2030 - internal and external stakeholder workshops and implementation plan, this builds upon MTU Research and Innovation statement which has informed MTU Strategic planning process.	Q2 2025
25. The review team recommends that MTU develop a clear strategy for external collaboration that enables the maximisation of research potential and impact.	MTU is a national leader in the space of enterprise engagement but acknowledges that this activity must be undertaken in a regionally balanced and co-ordinated manner. Through national policy directives such as Enterprise Ireland Frontier and TURISE, MTU will develop an academia-enterprise approach which is inclusive, impactful and mutually beneficial.	A. Implementation of TURISE – enterprise coordinator in place to work with PhD students and enterprise in a coordinated manner. Building upon Extended Campus CRM. B. TURISE impact co-ordinator to determine and quantify	Q2 2025

		the added value MTU R&I brings to region.	
26. The review team recommends the development of a more strategic approach to external stakeholder engagement and management at programme, department, faculty, and institution-level to ensure a coordinated approach to relationship-building, the ongoing evaluation of partnerships and their continuous improvement to maximise the potential of external partnerships in line with the university's strategic plan, Our Shared Vision 2022–2027.	The major pillars of MTU-wide engagement are: • Graduate formation • Workforce development • Research and innovation The extensive nature of MTU's engagement with external stakeholders across these pillars requires sophisticated planning and management. In its performance agreement with the HEA (covering the period 2024 – 2028), MTU has committed to building on the engagement models created by Extended Campus and a range of University functions with a view to achieving accreditation by the ACEEU (Accreditation Council for Engaged and Entrepreneurial Universities).	MTU's Change and Transformation Programme 2024 – 2027 includes specific actions in relation to addressing this requirement, as follows: A. MTU-wide external engagement alignment and organisational structure planning to be initiated in 2024/2025 B. MTU-wide external engagement alignment and organisational structure planning and implementation to be completed in 2025/2026 The performance agreement between MTU and the HEA to 2028 includes the following: C. Achievement of ACEEU Accreditation	Q2 2025 Q2 2026 Q4 2028
27. The review team recommends that MTU, in order to further its internationalisation		We will continue to prioritise and work to develop strategies to	Ongoing

agenda, develop an internationalisation strategy for the curriculum with clear roles, responsibilities, accountabilities, SMART objectives and appropriate funding to enable greater internationalisation of students' learning, and raises its ambition in relation to outward staff mobility, developing the strategy and policies required to facilitate this ambition, accompanied by the resources to support the internationalisation of staff.		enable greater internationalisation of both student learning and staff mobility to ensure our students are developing a broad range of skills and capabilities to success in a global world	