

Strategic Priority	Key Action	Owner	Timeline	KPI	Progress	Comment
1.Excellence in Teaching & Learning	1.1 Adopt Faculty-wide Programme Learning Outcomes (PLOs)	Heads of Discipline	2025-2026	PLOs adopted and embedded	Ongoing	Programme reviews ongoing where adoption of PLOs will be 100%.
1.Excellence in Teaching & Learning	1.2 Integrate shared business curriculum	Programme Teams	2027-2028	Shared modules mapped	Ongoing	Common module adoption advancing in 26/27, with some programmes beginning rollout in 2026 September.
1.Excellence in Teaching & Learning	1.3 Embed core marketing curriculum	Marketing Discipline Lead	2026-2027	Curriculum audit completed	Completed	Core marketing curriculum identified and incorporated into programme reviews.
1.Excellence in Teaching & Learning	1.4 Embed sustainability in all curricula	Sustainability Champion	2025-2027	Sustainability learning outcomes added	Completed	Prioritised in review.
1.Excellence in Teaching & Learning	1.5 Strengthen personal & professional development	Rosie Hand	2026-2027	PPD pillar embedded in UG study	Ongoing	PPD pillar begins rollout in Sep 2026
1.Excellence in Teaching & Learning	1.6 Support Implementation of AI teaching policy	Alex Gibson	2025-2026	AI policy referenced in assessments	Stalled	No AI policy agreed, working group in place and Academic Integrity adopted.
1.Excellence in Teaching & Learning	1.7 Appoint AI & Tech Champion	Head of School	2025-2026	Role filled and communicated	Ongoing	New programme developed, staff capacity building underway
1.Excellence in Teaching & Learning	1.8 Prioritise retention strategies	Retention Committee	2025-2026	10% improvement in Year 1 retention in T&B	TBC	Stats under review in next academic year.
1.Excellence in Teaching & Learning	1.9 Review FT Post-graduate suite of programmes together	RS, RH, AG	2025-2026	Joint strategic approach to FT PG in School.	Deferred	PG review deferred due to SRMS operational bandwidth.
1.Excellence in Teaching & Learning	1.10 celebrate student achievement	HoDs, PCs	2026-2027	Launch Student recognition & awards for SoME, in line with FoB strategy	Ongoing	FoB strategy published with Faculty initiative to be adopted.
2.Effective School Management	2.1 Lead through organisational transitions	School Executive	2025	Monitoring employee engagement - satisfaction with management.	Ongoing	EE survey to be reviewed June 2026
2.Effective School Management	2.2 Build AACSB Assurance of Learning capacity	AACSB Project Lead	2025-2030	AACSB principles implemented, application submitted.	Ongoing	AACSB application submitted, process ongoing to 2030, B Sc Marketing leading on AOL Mapping Process
2.Effective School Management	2.3 Monitor School Strategic Plan delivery	School Executive	2025-2030	SET meeting June/September. All school RAG presentation Sep/June.	Ongoing	Sep 2025 complete, June 2026 upcoming.
2.Effective School Management	2.4 Ensure completion of PDPs	Line Managers	Bi-Annually	80% PDPs submitted?	Deferred	Deferred to non-crisis period.
2.Effective School Management	2.5 Support interdisciplinarity	Heads of Discipline	2025-2027	Cross-disciplinary modules created	Ongoing	Increase in co-teaching, cross-school partnerships.
2.Effective School Management	2.6 Recognise achievements	SET & HoS	Ongoing	Annual events and newsletters	Ongoing	Events ongoing, newsletter WIP
3.Equity, Diversity and Inclusion	3.1 Expand UDL and inclusive pedagogy training	EDI Lead	2028	100% staff trained	Ongoing	EDI lead not appointed yet.
3.Equity, Diversity and Inclusion	3.2 Develop apprenticeships and FE pathways	SET, Marketing & Recruitment Committee	2028	New pathways launched	Ongoing	2 apprenticeships in development with consortia led by IAPI, and The Wheel
4.Strategic Engagement and Partnership	4.1 Appoint Engagement Champion	Head of School	2025	TBC	Deferred	
4.Strategic Engagement and Partnership	4.2 Set engagement KPIs	Engagement Lead	2025	KPI framework published	Deferred	
4.Strategic Engagement and Partnership	4.3 Expand global mobility	International Lead & SA Officer	2025-2027	Mobility rates increased 25%, Max mobility achieved on current programmes opportunity	Ongoing	Increase observed in applications for SA
4.Strategic Engagement and Partnership	4.4 Increase Inter-disciplinarity	Engagement Lead & SET	2026-2027	Increase in cross-school/faculty collaborations	Ongoing	New collaborations in place, measurement and seeding tbd strategy.
5.Strategic Research Development	5.1 Appoint research champions	SET	2025	Appoint 2 champions with cross-campus presence.	Completed	Isobel O'Reilly and Christina Quinlan in place.
5.Strategic Research Development	5.2 Grow funding and outputs	HoR	2025-2030	Tracking all funds won, increase of 20% on last 5 years.	Ongoing	Held by HoR
5.Strategic Research Development	5.3 Increase PhD and RA numbers	Research Active Academics	2025-2030	Maintain 35-40 research students in School.	Ongoing	Approx 30 students, tracking behind target.
5.Strategic Research Development	5.4 Showcase student research	Lecturers & HoDs	2026 - 2030	Annual Research Showcase	Ongoing	April 30th for School PhD showcase, Faculty showcase in June.
6.Staff Development and Recognition	6.1 Deliver CPD in AI, teaching, and trends	HoLD	2025-2026	Support, provide and foster increase in upskilling	Ongoing	Underdelivered in 25/26
6. Staff Development and Recognition	6.2 Ensure intentional communication and access to leadership	School Executive	2025	6 School Meetings PA, SET availability on every campus, sentiment on EE survey.	Ongoing	
6. Staff Development and Recognition	6.3 Celebrate staff achievements regularly through structured recognition channel	SET	Ongoing	Each School Meeting	Ongoing	
6. Staff Development and Recognition	6.4 Improve feedback and engagement loops between staff and management	School Executive	2025-2026	Employee engagement score on 'voice' > 65% favorable	TBC	Data to be reviewed in June
6. Staff Development and Recognition	6.5 Increase clarity of role expectations and fairness in work distribution	Line Managers	Ongoing	'Understanding' score on responsibilities increases from 66% to 75%	TBC	Data to be reviewed in June
6. Staff Development and Recognition	6.6 Expand capability through targeted training and regular feedback	HR + HoDs	2025-2026	'Capability' and 'Growth' categories improve by 15 points combined	TBC	Data to be reviewed in June
7.Leadership in Entrepreneurship	7.1 Lead entrepreneurship education in TU Dublin	Eship HoD	2025-2028	Introduction of Brilliant Common Entrepreneurship module	Completed	Pilot module under review.
7.Leadership in Entrepreneurship	7.2 Maintain Growth Hub Activity	Eship HoD	2025	Facilitate SLAB, Student EShip content, support mentoring	Completed	SLAB now available accross University for adoption as work placement alternative.
7.Leadership in Entrepreneurship	7.3 Develop BBS Marketing, Entrepreneurship & Innovation	Eship HoD	2027-2028	External profile improved, media mentions, publication impact	Ongoing	Validation on June 8th, for implementation in Sep 2027
7.Leadership in Entrepreneurship	7.4 Position CEBII as flagship	CEBII Director	2025-2027	Funding and impact KPIs	Ongoing	CEBII Strategy drafted to include KPIs. Senior advisory board in place for oversight.
7.Leadership in Entrepreneurship	7.5 Launch MSc in Entrepreneurship Practice	Eship HoD	2027-28	20 students in placemSeptember 2027	Deferred	Market research indicating keep under review