



GMIT

INSTITIÚID TEICNEOLAÍOCHTA NA GAILLIMHE-MAIGH EÓ
GALWAY-MAYO INSTITUTE OF TECHNOLOGY

STRATEGIC PLAN 2019 – 2023



WELCOME FROM THE CHAIRMAN

GMIT's Strategic Plan 2019 – 2023 underpins the Institute's ambition to become a Technological University (TU) with our CUA partners IT Sligo and Letterkenny Institute of Technology. All three higher education institutions are working hard to achieve the criteria necessary for designation as a TU and GMIT's Governing Body recently passed a motion approving a merger of the three Institutes at the point of designation.

The CUA has already agreed a vision and mission for the new TU that aligns very closely with the vision and mission encapsulated in this plan. It is appropriate as we move along this new trajectory that visions and missions converge. The creation of a TU for the Northern and Western region will have a transformative impact on the population served by this new entity in producing employment-ready graduates competent in the skills in demand by business, enterprise, the professions, the community, local interests and other stakeholders.

The GMIT initiatives to support this regional remit are clearly articulated in this Strategic Plan emanating from three overarching objectives of (i) enhancing the individual experience, (ii) building a community and (iii) demonstrating regional impact. These overarching objectives are in turn supported by thirteen goals that place the student at the centre of everything we do.

Digitalisation and the use of technology feature strongly throughout the plan and are a key priority for the initial implementation phase. Digitalisation also features in how people will interact with and experience this strategic plan as it is available in an interactive format on the Institute's website.

I would like to commend everybody involved in bringing this plan to fruition and the Governing Body look forward to working with the Executive Team in achieving the objectives outlined.

Mr. Cormac Mac Donncha
Chairman

PRESIDENT'S STATEMENT

The Strategic Plan 2019 – 2023 represents the next stage in the evolution of GMIT as it transitions to a Technological University (TU) together with our CUA Alliance partners LYIT and IT Sligo. A TU for the Western region will be of substantial significance in both the Irish HE sector and as an economic enterprise in its own right. With a projected enrolment of 18,000 – 20,000 students this new university will be the largest HE institution in the West and Mid-West region. GMIT is a key driver of this development based on its current experience of managing a multi-campus institution across a diverse geographical region. Our commitment and ambition to become a TU permeates this strategic plan and our vision and mission as currently stated is equally applicable to a Technological University. Together with IT Sligo and LYIT we aim to be designated as a TU during the lifetime of this strategic plan.

Over the past eighteen months the strategic planning process involved comprehensive internal and external consultation, oversight and input from our Governing Body and several iterations reflecting the content in this final version. However, it is probably inappropriate to refer to a 'final' version as we intend to conduct an annual review and update the plan accordingly to reflect developments in the higher education landscape.

The Mission-based Performance Compact (2018-2021) between GMIT and the HEA is informed by this Strategic Plan. The Compact sets out six key system objectives aligned to national targets. The strategic priorities and strategic initiatives articulated in the Compact align closely with the strategic goals and strategic enablers articulated in our Strategic Plan. In effect the Compact will serve as the Implementation Plan for our Strategic Plan as it contains Institution Objectives and Performance Indicators annually up to 2020-2021. Progress on achieving the performance indicators will be monitored quarterly by the senior management team, and annually by the HEA through the strategic dialogue process. A mid-term review of the Strategic Plan will inform the new Compact starting in 2021-2022.

The priority focus of the Strategic Plan for the initial period will concentrate on four of the thirteen strategic enablers:

- Digital Learning;
- Programmes with an applied focus;
- Employability and Professional Practice;
- Diversity, Equality and Inclusion.

A project team is already established under an Executive Sponsor and a project plan will be approved in Q1 of 2019. Already we are off to a very positive start with the HEA approval of €2.8M for a CUA project on 'Building digital capacity for flexible learning delivery in the West/North West Region.'

The key learning from this current strategic planning process is the importance of teamwork and working together. I therefore wish to acknowledge the input of all staff and students as your contribution is critical. This is our plan and I look forward to working closely with you during the implementation phase.

Dr. Michael Hannon
Deputising for the President.

INTRODUCTION TO STRATEGIC PLAN

GMIT's Strategic Plan 2019 – 2023 will see the Institute reach the milestone of being 50 years in existence. The vision the Institute has for this period is to **provide our students with a transformative university experience, empowering our graduates to fully contribute to the social, economic and cultural betterment of society.**

We aim to invest in excellent applied learning, teaching and research environments reflecting the real needs of business, enterprise and the professions in our region.

We aim to be a preferred partner for research and an enterprise innovator that attracts, supports and encourages students and staff from all over the world enabling them to reach their full potential.

The Mission of GMIT

GMIT is a nurturing institution maintaining positive staff-student interactions that help to foster the capabilities and creativity of a diverse student and staff community in their intellectual, personal and social endeavours.

In providing students with this transformative university experience GMIT:

Enables access and opportunity for a diverse student community (individual);

Attracts, supports and encourages highly talented staff (individual);

Maintains positive staff-student interactions (community);

Invests in innovative research and applied teaching and learning (community);

Collaborates with government, agencies, enterprise and the community (impact);

Develops confident, professional, knowledgeable and skilled graduates equipped to contribute as global citizens (impact).

These six strategic objectives map into three strategic pillars of individual, community and impact.

This strategic Plan adopts a different approach to previous plans by placing the emphasis predominantly on the student experience and lifecycle. The student enters GMIT as an **individual** and is shaped both personally and professionally through engagement with the GMIT **community**. As the student transitions to the workplace or further education the **impact** of the GMIT experience becomes evident through the added-value they bring to their new community. Hence, the three strategic pillars of individual, community and impact permeate the structure of the plan.

The three strategic pillars are subdivided into Institute Goals and thirteen Strategic Enablers are identified to support the Institute Goals. Each strategic enabler has a number of actions identified and it is envisaged these will change annually to reflect the dynamic and flexible nature of the higher education landscape.

This plan is best experienced through our website (web address) to realise the dynamic and interactive relationship between the different elements.

REGIONAL CONTEXT

Strong FDI / Multinational base

Rich cultural heritage (landscape, language, arts)

Diverse and dispersed population

Prevalence of creative industries, ICT, medical technology, marine, food, tourism

Entrepreneurial culture

Challenging rural demographics

Desirable place to live and work

Large proportion of SMEs

Unique identity on Atlantic coast



VISION

GMIT will provide our students with a transformative university experience, empowering our graduates to fully contribute to the social, economic and cultural betterment of society.

We aim to invest in excellent applied learning, teaching and research environments, reflecting the real needs of business, enterprise and the professions in our region.

We aim to be a preferred partner for research and an enterprise innovator that attracts, supports and encourages students and staff from all over the world, enabling them to reach their full potential.

MISSION

To provide students with a transformative university experience, GMIT will

Enable access and opportunity for a diverse student community

Attract, retain and support highly talented staff

Maintain our positive staff-student interactions

Invest in innovative research and applied teaching and learning

Collaborate with government agencies, enterprise and the community

Develop confident professional, knowledgeable and skilled graduates who are equipped to contribute as global citizens

CORE VALUES

Our Core Values underpin the ethos of GMIT and they guide our thinking and actions. These are the values against which we judge ourselves.



INSTITUTE OBJECTIVES

ENHANCING THE INDIVIDUAL EXPERIENCE



We will provide our students with an unsurpassed learning experience on a high-quality programme, with a professional focus and an innovative approach, in a stimulating and supportive learning environment

BUILDING A COMMUNITY



We are building a diverse community which thrives on excellence and, as a result, attracts talented people (staff, students and collaborators) who, in turn, will further develop the Institute.

DEMONSTRATING REGIONAL IMPACT



We are determined to be regional leaders in the generation and application of knowledge through our unique multicampus network, programmes, research, innovation and collaboration, and, most importantly, our graduates

GOALS

LEARNING

Develop an environment which fosters the application of learning through skills development, a culture of collaboration and innovation.

WELLBEING

Encourage all to pursue personal goals in relation to quality of life, health and wellbeing.

FUNDAMENTAL DISCIPLINARY KNOWLEDGE

Provide students with disciplinary knowledge which will be a strong foundation for their careers and future learning.

SKILLS FOR THE 21ST CENTURY CITIZEN

Ensure students will develop skills which go beyond their disciplinary knowledge, for today's connected world.

DIVERSITY ARISING FROM OPPORTUNITY, EQUALITY & INCLUSION

Build a community rich in diversity in all of its forms.

INNOVATION THROUGH CROSS-DISCIPLINARY WORKING

Design opportunities for students to experience working with people from other disciplines and environments.

RESEARCH LEADERSHIP IN NICHE AREAS

Promote and nurture excellence in research leadership and innovation where staff and students can build a strong research community.

A HEALTHY COMMUNITY ROOTED IN A POSITIVE CULTURE

Plan for and cultivate a strong culture which endows all students and staff with a sense of empowerment and wellbeing.

DESTINATION OF CHOICE FOR STUDENTS AND STAFF

Create a community known for excellence which will attract new staff and students

BEST PREPARED GRADUATES IN THE REGION

Ensure that our graduates are highly regarded for their technical and professional skills, as well as their ability to develop leadership skills for the future.

RESEARCH AND INNOVATION EXCELLENCE TO SUPPORT REGIONAL DEVELOPMENT

Enhance our reputation as the leading partner for enterprise in the region in selected areas of expertise.

SUPPORT FOR ENTERPRISE

Offer a range of supports and services to enterprise so that they can grow and thrive.

AN INTEGRAL PART OF THE SOCIAL, CULTURAL AND ECONOMIC ECOSYSTEM IN THE WEST OF IRELAND

Contribute significantly to the economic growth and quality of life in the region

KEY STRATEGIC ENABLERS

PROGRAMMES WITH APPLIED FOCUS

Maintain applied focus as a key strength to all programmes in the Institute

ONLINE LEARNING

Develop a digital strategy which will support staff and students in using technology in their teaching and learning

EMPLOYABILITY AND PROFESSIONAL PRACTICE

Maintain the focus on employability and develop an integrated model for professional practice in the Institute

INNOVATION IN TEACHING

Prioritise new approaches to teaching which reflect ethos of the Institute and ensure GMIT is renowned for innovation in its approach to teaching

COHERENT RESEARCH THEMES

Pursue realistic research plan playing to the strengths of the Institute whilst meeting external criteria for enterprise, funding, and impact

COLLABORATIVE CULTURE

Plan specific interventions which will catalyse a collaborative culture

CROSS-DISCIPLINARY PROJECTS

Plan and develop opportunities for staff and students to work across disciplines

INFRASTRUCTURE AND FACILITIES

Ensure new and upgraded facilities meet demands of our plan and provide a quality environment for our students and staff

COMMUNITY AND OUTREACH PROGRAMMES

Develop an integrated community plan, encompassing all areas of engagement and outreach

HEALTH AND WELLNESS

Initiate and promote a plan for health and wellness for our community of students and staff

DIVERSITY, EQUALITY, INCLUSION

Foster an inclusive community, where all staff and students feel and have equal opportunity to succeed

STAFF EXPERTISE AND DEVELOPMENT

Recruit, retain and develop the best staff

INTERNATIONAL PROGRAMME

Develop the international dimension of the GMIT community through attracting international students and programme development

STRATEGIC ENABLERS

PROGRAMMES WITH AN APPLIED FOCUS

STRATEGIC RECOMMENDATION

Maintain applied focus as a key strength of all programmes in the Institute.

PRIORITY

TU

- Ensure that enterprise is fully integrated into all phases of the programme lifecycle.
 - Offer new higher education apprenticeship programmes in select areas.
 - Extend work placement or professional practice (or equivalent) to every programme in the Institute.
 - Catalyse more interactions with industry (students and staff going out – industry coming in).
- Use Regional Skills Forum and other networks as a source of possible programme needs specific to the region.
- Establish a Centre for Graduate and Professional Development with particular focus on developing an enhanced portfolio of post-graduate programmes linked to enterprise.
- Develop degree programmes at undergraduate and postgraduate level which incorporate greater proportions of professional practice, research, creativity and innovation.
- Within programmes, support student projects that identify and solve problems for enterprise.
- Continue to seek professional accreditation for programmes where appropriate.



Learning

Fundamental
Disciplinary
Knowledge

Skills for the 21st
century citizen

Diversity arising from
opportunity & equality

Research Leadership
in niche areas

Best graduates in the
region

Research & Innovation
Excellence

Integral Part of
Regional Ecosystem

Supporting
Enterprise

ONLINE-LEARNING

STRATEGIC RECOMMENDATION

Develop an online environment which will support staff and students in using technology in their teaching and learning.

PRIORITY

TU

- Develop expertise in on-line delivery among academic staff and ensure that staff are provided with the necessary training, time and support.
- Put in place a structured and accessible repository for available on-line teaching resources.
- Ensure IT infrastructure is robust to support new demands arising from online delivery.
- Collaborate with other HEIs with an expertise in on-line delivery.
- Provide instructional design resources prioritizing a co-ordinated approach to online educational resources.
- Develop a process/framework to evaluate suitability of existing programmes and modules for on-line learning.
- Ensure the quality assurance and enhancement requirements are updated for online delivery.



GOALS
SUPPORTED

Application of Learning

Fundamental
Disciplinary
Knowledge

Diversity, Equality,
Inclusion

Cross-disciplinary
innovation

Destination of choice

Supporting Enterprise

EMPLOYABILITY AND PROFESSIONAL PRACTICE

STRATEGIC RECOMMENDATION

Develop an integrated model for professional practice that enhances employability of our graduates.

PRIORITY

TU

- Expand placement, professional practice or industry project opportunities to all programmes.
- Design Masters and other post-graduate programmes targeted to enterprise and with a significant professional practice and research components.
- Establish an integrated “Talent Hub” for careers, placement and student entrepreneurship.
- Develop employability statements for each discipline.
- Design service or project based learning which promotes learning in the community as well as providing a tangible impact to the community.
- Expand and increase engagement with professional bodies and accrediting organisations.
- Promote networking events which bring students, graduates and employers together so that students will learn more about opportunities when they graduate.
- Make “Next Steps” module available to all students.



GOALS
SUPPORTED

Application of Learning

Skills for the 21st century citizen

Cross-disciplinary innovation

Research Leadership in niche areas

Best graduates in the region

Integral Part of Regional Ecosystem

Supporting Enterprise

INNOVATION IN TEACHING

STRATEGIC RECOMMENDATION

Prioritise new approaches to teaching which reflect the ethos of the Institute

- Implement mechanisms and supports for teaching staff to acquire at least the PG Cert in Teaching and Learning.
- Develop an on-line and blended policy and framework to support innovation in teaching, learning and assessment.
- Develop an Institute programme design framework enabling programme boards to innovate in curriculum development and delivery.
- Participate in the National Student Engagement Programme (NStEP).
- Ensure planning of facilities accounts for best practice (e.g. design of classrooms, labs etc)
- Explore emerging technology to enhance teaching and learning experience
- Further develop in-house activity to share experience and best practice within the Institute
- Recognise excellence in teaching innovation.

TU



GOALS
SUPPORTED

Application of Learning

Fundamental Disciplinary Knowledge

Skills for the 21st century citizen

Cross-disciplinary innovation

Best graduates in the region

COHERENT RESEARCH THEMES

STRATEGIC RECOMMENDATION

Pursue realistic research plan playing to the strengths of the Institute whilst meeting external criteria for enterprise, funding, and impact.

TU

- Replicate research and training collaboration with industry modelled on the success of the Medical and Engineering Technologies (MET) Technology Gateway.
- Expand I-hub activity and client base in areas of specific sectoral focus.
- Continue to develop the Marine and Freshwater Centre as the national leader in its field of expertise.
- Identify and cultivate emerging research activity.
 - Ensure coherence between areas accredited for research at Levels 9 and 10 with the development of research groups.
 - Expand Level 10 research accreditation in Science, Computing and Heritage.
 - Develop more structured/taught masters that meet TU criteria.
 - Encourage and support staff to engage in teaching and supervising post-graduates.
 - Acknowledge, encourage and support staff to develop their own research expertise.
 - Increase opportunities for undergraduates to be involved in research activity.



GOALS
SUPPORTED

Fundamental
Disciplinary Knowledge

Research Leadership in
niche areas

Research and
Innovation Excellence

Integral Part of
Regional Ecosystem

Best Prepared
Graduates

Supporting Enterprise

COLLABORATIVE CULTURE

STRATEGIC RECOMMENDATION

Plan specific interventions which will catalyse a collaborative culture.

- Implement inter-institutional structures, policies and procedures to advance TU ambition.
- Strengthen our engagement with identified strategic partners in industry, agencies, NGOs and representative bodies.
- Replicate research and training collaboration with industry modelled on the success of the Medical and Engineering Technologies (MET) Technology Gateway.
- Partner with employers to develop programmes with significant work-based learning for students and employees.
- Participate in the Programme for Access to Higher Education (PATH II & III) as part of the regional cluster.
- Launch a new joint Access Programme with NUIG.
- Implement the THRIVE award programme across the Institute to recognise and inspire volunteer efforts.
- Promote our campuses as host locations for community groups.

TU



Wellbeing

Skills for the 21st century citizen

Cross-disciplinary innovation

Research Leadership in niche areas

A healthy community

Destination of choice

Best graduates in the region

Research and Innovation Excellence

Supporting Enterprise

CROSS-DISCIPLINARY WORKING

STRATEGIC RECOMMENDATION

Plan and develop opportunities for staff and students to work across disciplines

- Establish a framework for embedding cross-disciplinary skills across all programmes.
- Establish cross-disciplinary resources such as
 - Centre for Graduate and Professional development.
 - Creative Lab / Big Ideas Group (BIG) to draw people from disciplines together.
 - Re-skilling fund for staff looking to refocus their expertise.
- Plan and implement initiatives which explicitly bring people from different disciplines and levels together.
- Develop new and cross-disciplinary programmes at undergraduate and post-graduate level.
- Develop a cross-disciplinary project module which encourages staff and students to work with people from other areas.



Application of Learning

Wellbeing

Skills for the 21st century citizen

Cross-disciplinary innovation

Research Leadership in niche areas

Research & Innovation Excellence

Best prepared graduates in the region

INFRASTRUCTURE AND FACILITIES

STRATEGIC RECOMMENDATION

Ensure new and upgraded facilities meet demands of our plan and provide a quality environment for our students and staff.



- Finalise and publish the institute campuses masterplan.
- Develop a Campus Refresh programme to revitalise and modernise all existing building stock to reflect
 - new approaches to teaching and learning,
 - updated technology (including booths for on-line delivery),
 - green campus considerations
 - Development of landscaping and social areas
- Invest in ICT and practice laboratories to meet future needs for learning, institute systems and operations.
- Assess facilities for students and staff with specific requirements (e.g. autism spectrum disorders, hearing deficits, visual impairment).
- Enhance sporting facilities and scope regional sports excellence centre.

Major Projects

- Complete the iHub extension on Dublin Road campus.
- Complete the STEM Building on Dublin Road.
- Complete the Campus and Creative Hub in CCAM.
- Complete refurbishment plan on Mayo Campus.



Application of Learning

Wellbeing

Fundamental Disciplinary Knowledge

Cross-disciplinary innovation

Research Leadership in niche areas

Healthy Community

Destination of choice

Research and Innovation Excellence

Integral Part of Regional Ecosystem

COMMUNICATIONS AND OUTREACH

STRATEGIC RECOMMENDATION

Advance the Institute's strong role in the region and ensure it is well understood and appreciated inside and outside the organisation

- Develop a communications strategy supporting internal and external engagement.
- Develop an aligned marketing strategy.
- Enhance schools liaison activities to increase engagement and initiatives with primary and post-primary schools.
- Instigate a Student Success Scheme which includes recognition of student achievement in the community.
- Establish supports for engaging with alumni.



Wellbeing

Application of Learning

Diversity, Equality,
Inclusion

Healthy Community

Destination of choice

Integral Part of
Regional Ecosystem

Supporting Enterprise

Research and
Innovation Excellence

RESILIENCE – HEALTH AND WELLNESS

STRATEGIC RECOMMENDATION

Initiate and promote a plan for health and wellness for our community of students and staff.

- Develop an awareness programme for staff and students restarting available services and supports which are already available.
- Ensure recognition of social / extra-curricular activity of both staff and students and an appropriate work-life balance for members of the Institute.
- Reach *ProtectED* standard for student safety, security and wellbeing, (focussing on core institutional safety and security, student wellbeing and mental health, international students, harassment and sexual assault, and student night out).
- Develop the Healthy Campus Initiative to an appropriate level which connects with the national Healthy Colleges Initiative.
- Improve integration between academic and student services departments especially in relation to urgent student issues.
- Improve physical health amenities on campuses where possible (e.g. gym, shower facilities, social spaces).
- Design projects or service learning interventions which in themselves will promote health and wellbeing.



Wellbeing

Skills for the 21st
century citizen

Diversity, Equality,
Inclusion

A healthy community

Best prepared
graduates

DIVERSITY, EQUALITY AND INCLUSION

STRATEGIC RECOMMENDATION

Foster an inclusive community, where all staff and students have equal opportunity to succeed.

- Embed diversity, equality and inclusion into the governance and management of GMIT which ensures equality of opportunity and transparency.
- Maintain and, where possible enhance, the range of scholarships available to prospective students.
- Participate in the Programme for Access to Higher Education (PATH II & III) as part of the regional cluster.
- Launch a new joint Access Programme with NUI Galway.
- Actively target FE L6 graduates for advanced entry to cognate higher education programmes.
- Implement HEAR and DARE Schemes.
- Pilot Universal Design for Learning following programmatic review.
- Align GMIT access plan to national access strategy.
- Attain Athena Swan bronze award.
- Plan social spaces on campuses to encourage interaction and inclusion.



Wellbeing

Diversity, Equality,
Inclusion

A healthy community

Destination of choice

Integral Part of
Regional Ecosystem

STAFF EXPERTISE AND DEVELOPMENT

STRATEGIC RECOMMENDATION

Recruit and develop the best staff

- Develop and implement a HR strategy.
- Design and implement a workplace wellness programme.
- Allocate an agreed percentage of turnover to staff development each year with emphasis on
 - a renewed focus on CPD for all categories of staff
 - movement to on-line delivery
 - teaching and learning qualifications
 - continued support of accredited qualifications
- Design and implement a performance enhancement and development system.
- Facilitate the flexible utilisation of staff within and between campuses.
- Design an industry-based, work-shadow programme for staff.
- Widen scope of Presidents awards to acknowledge staff excellence in other categories

TU



Application of Learning

Wellbeing

Fundamental Disciplinary Knowledge

Skills for the 21st century citizen

Diversity, Equality, Inclusion

Cross-disciplinary innovation

Research Leadership in niche areas

Research and Innovation Excellence

Supporting Enterprise

INTERNATIONALISATION

STRATEGIC RECOMMENDATION

Internationalise the Institute's campuses, activities and provision.

TU

- Develop an internationalisation strategy
- Develop and pilot an international staff exchange programme in two locations outside Europe.
- Using new and existing international partnerships, develop new work placement and graduate opportunities for Institute programmes.
- Review current Erasmus partnerships and establish a programme of reciprocal opportunities and ambitions with European partners.
- Develop Erasmus Knowledge Alliance Actions
- Expand offerings in international joint post-graduate programmes.
- Achieve International Education Mark (IEM).
- Identify on-line programmes which will provide opportunities for international students.
- Develop an international hub which has the specific aim of promoting integration of students of all nationalities.
- Identify suitable "sister" colleges with which to forge deep links for joint programmes, exchange, benchmarking etc.



Fundamental
Disciplinary Knowledge

Diversity, Equality,
Inclusion

Research Leadership in
niche areas

Destination of choice

Integral Part of
Regional Ecosystem

ORGANISATION GOALS AND STRATEGIC EMABLERS

STRATEGIC GOALS

STRATEGIC ENABLERS

	Learning	Wellbeing	Fundamental Disciplinary Knowledge	Skills for the 21st century citizen	Diversity arising from opportunity and equality	Innovation through Cross-disciplinary working	Research Leadership in niche areas	A healthy community rooted in a positive culture	Destination of choice for students and staff	Best Prepared Graduates in the Region	Research and Innovation Excellence to support regional development	An integral part of the social cultural and economic ecosystem in the West of Ireland	Supporting Enterprise
Innovation in Teaching	X		X	X		X				X			
Cross-disciplinary projects	X	X		X		X	X			X	X		
Employability & Professional Practice	X			X		X			X	X		X	X
Online Learning	X		X		X	X			X				X
Infrastructure and Facilities	X	X	X			X	X	X	X		X	X	
Staff Expertise and Professional Development	X	X	X	X	X	X	X		X		X		X
Resilience Health and Wellness		X		X	X			X		X			
Collaborative Culture		X		X		X	X	X	X	X	X		X
Programmes with Applied Focus	X			X	X		X			X	X	X	X
Diversity and Equality		X			X			X	X			X	
Internationalisation			X		X		X		X			X	
Communication & Outreach	X				X			X	X			X	X
Coherent Research Themes			X				X			X	X	X	X

CRITICAL SUCCESS FACTORS



PEOPLE



PROGRAMMES



POLICY
DEVELOPMENT



GMIT

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