

DBS
**Strategic
Plan 2019 -
2023**

We build
futures,

**one success story
at a time**





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Introduction

The plan outlined herein lays out a strategy for DBS until 2023. A decade and a half ago, the college became a member of the Kaplan family of global education providers. This plan is borne out of our shared ambition to raise DBS to the highest echelons of Irish higher education.

As Ireland's largest independently owned, third-level institution, we pride ourselves on being an inclusive and welcoming community. In refining our corporate vision and developing our strategic objectives, we are guided at all times by our values of integrity, support, opportunity, knowledge and results.

Dublin Business School (DBS) has an international reputation for high-quality teaching and learning. It is our intention that everything we do should make a positive difference to people's lives. We are an agent for change - we connect people - we have an innovative and transformative effect on the lives of our students, our staff and on the communities we serve.





Our vision

Our distinctiveness comes from our career-orientated teaching and learning. We are recognised for the impact of our employer-led programmes, our practice-based teaching and learning, our academic quality, and our innovative approach. This impact is evidenced by the academic outcomes of our students, their progression to employment or further education, and their satisfaction with their experience while students at DBS.

Our mission is to help individuals achieve their education and career goals. We build futures, one success story at a time.

Thanks to the knowledge, initiative and resilience that our graduates develop as part of their educational experience - as well as the wider cultural opportunities available - they are well-equipped to play a leading role in society.

At DBS, everyone is treated with respect. It is ability, not background, that matters. We are open with one another and support people with specific needs. We acknowledge difference and respect the right of students and staff to hold differing views. In order to deliver an educational experience that determines best practice, we hold a collective ambition to drive the institution forward in a defined and measurable way.



Our vision

DBS will be the most respected, diverse and progressive higher education institution in Ireland, renowned globally for making a difference and creating successful careers.

Our purpose

We're here to inspire and nurture every learner to realise their career ambitions.

Our values that guide

Our values inform everything we do and how we behave. They are the foundation upon which our vision is based and the key to how we develop and grow as an institution.

They are to:

- 1. Act with integrity**
- 2. Empower and support**
- 3. Create opportunity**
- 4. Grow knowledge**
- 5. Drive results together**



US



We act with integrity

which means we are straightforward

For DBS:

Integrity is ingrained in the way we work, and everything we do is consistent with our purpose and values.

We build clarity around how we will create success.

And by being straightforward, we also build trust between all of us to create a strong, dynamic and close team with clear roles and responsibilities.

For Learners:

Our relationships are built on fairness and trust. We do what we say we'll do.

We deliver excellence in learning material and programmes.

We provide the best in teaching. This integrity inspires learners and partners to continue engaging with us.

We empower and support

which means we are nurturing

For DBS:

We're in it together and we remember to stand in the other person's shoes. Yet we never stand still.

We nurture our people to ensure they have the space and tools they need to work together to continuously improve how and what we deliver, directly or indirectly.

For Learners:

From delivering outstanding learning experiences to helping people, we genuinely care about empowering learners with the right tools, personal support and encouragement, to nurture them towards their individual successes.

We create opportunity

which means we are innovative

For DBS:

Opportunity doesn't just happen - we make it happen.

From truly understanding the individual needs of learners to exploring exciting new approaches, we keep DBS personal, relevant and progressive. A place where we can become inspirational educators, grow into experts in our specialist fields and build leadership careers. Those who drive DBS's success, find their success at DBS.

For Learners:

By innovating and increasing quality, we actively help each learner to succeed and help them realise their personal ambitions. This in turn develops earning power - for them and the businesses they are part of.



We grow knowledge which means we are inspiring

For DBS:

Investing in knowledge of our ever-changing markets, and our individual fields, creates success for our learners - and for ourselves. It all starts with thinking, "How can we all keep learning and making a difference, to help DBS grow?"

For Learners:

Through excellence in service and learning environments, we are totally focused on delivering successful outcomes for every learner.

This is how we help businesses grow the knowledge, quality and potential of their staff - and the future talent of tomorrow.



We drive results together which means we are agile

For DBS:

Whatever our role, we all play an active part in helping our learners, and our organisation, consistently achieve success.

Focusing on what matters most, we collaborate and partner with colleagues, setting targets and measuring progress to turn ambition into outcomes, which we all celebrate.

For Learners:

We are passionate about the shared success of helping all our different learners to qualify and progress - and making businesses thrive.

Our blend of traditional methods, innovative use of technology and seamless administration means we drive outstanding results and futures for every learner.

Our strategic objectives

2019 - 2023

 Dublin Business School

Our strategic objectives are focused on delivering our institutional vision to be the most respected, diverse and progressive higher education institution in Ireland, renowned globally for making a difference and creating successful careers.

1. Create work-ready graduates

We will create graduates who are able to realise their full potential, are attractive to employers and ready for employment or progression or further education.

To achieve this we will:

- create and maintain strong links with employers for programme development
- leverage associate faculty to bring practical experience to teaching
- operate an effective career counselling and support service for students

2. Deliver outstanding learning

We will deliver high-quality, career-orientated teaching and learning that engages students and delivers the best academic outcome. We will make full use of advances in technology to enhance the learning experience and provide flexibility in teaching to a diverse student population. We will feed scholarship through employer-led practice-research by students and academic staff.

To achieve this we will:

- attract and retain an excellent, diverse faculty and support staff
- develop a Strategy for Learning and Teaching Enhancement (SLATE)
- develop a strategy for practice-research
- leverage links with employers for associate teaching and guest lecturing
- develop a strategy and plan to enable a high-quality online learning experience

3. Support student success and enhance the student experience

We will enable student success through high-quality services and supports. We will provide academic resources, student services, engagement supports and infrastructure to provide an outstanding student experience and enable strong academic outcomes. We will operate business processes that balance resources and efficiency.

To achieve this we will:

- establish a set of supports for student engagement and success
- transition the Library to a dynamic Student Information Resource Centre that provides flexible access to information and innovation resources
- continue the broad range of services and activities that enhance the student experience outside the classroom
- develop a strategy to optimise our real estate and classroom infrastructure to support our teaching and learning enhancement strategy
- develop a strategy to optimise our IT infrastructure to support the operations of the college and our teaching and learning engagement strategy
- review and enhance our processes to increase efficiency for students and staff and reduce wastage of time and resources



“ Our success will be a function of the whole experience for the student.”

4. Be independently sustainable

We will ensure we are sustainable as an organisation by focusing on and investing in growth, programme viability, the quality of our academic delivery, and our customer service.

To achieve this we will:

- attract a diverse, growing student population
- have a clear pathway to achieving Delegated Authority from QQI
- have a clear revenue growth plan to include domestic and overseas recruitment, corporate business growth and other revenue lines actively pursue relevant opportunities for acquisition
- develop a product plan across the full portfolio of programmes and delivery mode, to include new programme development and programme retirement
- create a customer service plan and charter, covering internal and external customers

5. Engage effectively with stakeholders

We will develop and maintain strong working relationships with internal and external stakeholders, where collaborative working enriches the student experience, enables highly motivated and effective staff, and enhances our reputation and prosperity.

To achieve this we will:

- review the DBS brand and market proposition
- pursue an active engagement strategy with alumni and employers across all disciplines
- pursue partnerships with employers or other HEIs for programme development and delivery where relevant
- actively manage the recruitment and development of teaching staff, establishing expectations on CPD
- have a talent management strategy that ensures we recruit and retain staff with the optimal mix of attributes who are motivated to the overall DBS objectives

6. Be distinct

We will differentiate ourselves from competitors by leveraging new technologies, different ways of thinking and new ideas, in order to develop and deliver propositions that engage and excite students and clients.

To achieve this we will:

- develop a strategy to significantly increase the use of digital technology in teaching and learning delivery, and change the market position of DBS
- develop a culture of innovation amongst staff
- establish active collaborations with other Kaplan businesses

7. Be a natural choice for international students

We will enhance our global presence, both by attracting increased numbers of international students and by expanding our teaching and learning footprint abroad. Our success will be a function of the whole experience for the student, including the relevance of our programmes to international markets, our approach to student recruitment, the supports we provide to students with little practical experience of Ireland, and the overall engagement that we enable for students.

To achieve this we will:

- provide easily accessible information about the programmes, services and activities we offer
- offer a learning environment and experience that explicitly meets the needs and expectations of international students
- focus on developing strategic partnerships in a focused number of international markets
- develop a strong international focus and awareness in all our staff

