PRESIDENT'S REPORT

2019/20

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1. EXECUTIVE SUMMARY

This year's annual report takes on a different format. In previous years I have attempted to capture ongoing activity by reference to the President's reports that are presented at each of the Governing Body meetings. During the year following a discussion among Governing Body members it was suggested that these reports were too broad in nature and should be restricted to a number of pertinent issues.

To this end and given the implementation of our Strategic Plan 2019-23, it was agreed that a template should be developed to measure progress against stated strategic objectives. This template was developed and focussed on specific objectives that were more prominent in the respective semester. For the academic year 2019/20 the template was tabled at Governing Body on three occasions. In the attached report I have endeavoured to include the updates made at the individual Governing Body meetings and to include a summary at the end of the academic year.

In March 2020 the COVID-19 public health restrictions were imposed. The Institute's Governing Body decided to continue its meetings in an on-line format. This continued from March until September and has continued in to this academic year.

In analysing this year's report, it is fair to say it has been "a year like no other". As we came to the end of August 2020 there was a degree of optimism around and we were confident of returning to some sort of normality through this academic year. As we all know now this was false optimism and the 2020/21 academic year has proven even more challenging.

Great credit is due to all staff and students who ensured that the Institute continued to function through very difficult times. When the Institute was closed in March 2020 we understood it would be for a short period of time but this continued right through until the end of August. This year's report concentrates on specific strategic objectives that were progressed throughout the year and as mentioned in last year's report the move to Technological University has now become a reality. As we look forward to the academic year 2020/21 we hope that as a nation we can come to terms with the impact of COVID-19 and get back to some sort of normality from September 2021.

2. STRATEGIC ISSUES

2.1 Strategic Plan 2019-2023

The Strategic Plan was launched by Minister for Education and Skills, Joe McHugh, TD on Friday, 4 October 2019. The President adopted a reporting mechanism to Governing Body to measure performance against strategic objectives. The following collates the Institute's performance over the last academic year and outlines progress at three distinct timelines.

Under each objective a set of actions is detailed, appropriate baseline (BL) data and performance indicators (PIs) are set out, the comments section is used to provide clarity and track ongoing issues, and a final summary at the end of the academic year will record progress achieved.

Priority Objectives (O) for Academic Year (AY) 2019/20 are highlighted below:

Teaching, Learning & Assessment	Student Experience	Quality
O1 -T&L Initiatives and National Forum Engagement *O2* - Equity of Access ***O3 - Digital Transformation*** ***O4 - Modes of Delivery*** *O5* - Employability	***O6 - Campus Development*** *O7* - Student Voice *O8* -Student Services ***O9 - Internationalisation*** *O10* -Health, Wellbeing and Sport	*O11* - Programme Quality *O12* - Quality Reporting ***O13 - Athena SWAN / Gender Action Plan*** ***O14 - Interdisciplinary Programmes*** *O15* - Student Transition and Retention
Education Partnerships and Regional Engagement	**Research**	**Leadership, Compliance & Resource Utilisation**
O16 - Technological University ***O17 - Cross-border FE HE Cluster*** *O18* - Enterprise, Innovation & Regional Engagement *O19* - North West Innovation Lab *O20* - Community, Culture, and Irish Language	*O21* - Prioritised Research Areas ***O22 - Research Model*** ***O23 - Research Partner Collaboration*** *O24* - Research Supports for Students *O25* - Research Supports for Staff	*O26* - Professional Development of Staff ***O27 - Institutional Research Office and Quality Office*** ***O28 - Institute Restructuring*** *O29* - Action Planning and Resourcing *O30* - Compliance & Regulation

Themes for Strategic Plan 2019-2023			
Code	**Themes (T): Actions associated with themes for AY 2019/20**	**Time-frame**	**Objectives**
T1	**Education for the Future:** Map the theme against 2 to 4 appropriate strategic domains to select prioritised actions for AY 2019/20.	Sept – Aug	O3, O22, O23
T2	**Student Partnership** Map the theme against 2 to 4 appropriate strategic domains to select prioritised actions for AY 2019/20.	Sept – Aug	O6, O9, O13
T3	**Equality, Diversity, and Inclusion** Map the theme against 2 to 4 appropriate strategic domains to select prioritised actions for AY 2019/20.	Sept – Aug	O13, O28
T4	**Collaborative and Connected** Map the theme against 2 to 4 appropriate strategic domains to select prioritised actions for AY 2019/20.	Sept – Aug	O9, O14, O16, O17, O27
T5	**Sustainability** Map the theme against 2 to 4 appropriate strategic domains to select prioritised actions for AY 2019/20.	Sept – Aug	O6, O28

Teaching, Learning & Assessment			
Code	**Objective (O): Actions for AY 2019/20**	**Time-frame**	**Lead**
O3	*Digital Transformation*	Sept – Aug	VP AAR / VP REEA
Action(s)	1. Continue with the iNOTE project to deliver innovation in course delivery methods across the Institute with our partners in the CUA. 2. Examine opportunities available through the Human Capital Initiative to progress LYIT's ambition for digital transformation. 3. Commence an assessment of the steps required to progress the Institute's ambitions under digital transformation.		
BL and PIs	BL – LYIT's profile in terms of the programme delivery, programme content, students' digital skills, staff digital skills, and Institute service provision.		
Comments **November 2019** **February 2020** **September 2020**	▪ Strong commitment to iNOTE project is evident via the CUA. ▪ Institute submissions for HCI funding for existing STEM programmes was submitted at the start of November. ▪ A key phase of the HCI will be launched by the HEA in December 2019. ▪ HCI Pillar 2 funding application for additional places on STEM programmes was successful. 146 additional places on 13 programmes have been approved. ▪ HCI Pillar 3 submissions are currently being developed. There will be a significant submission with our CUA partners, led by IT Sligo and the Institute is considering an individual submission. The closing date for this submission is 24 March 2020. ▪ The Head of Flexible and Online Learning is currently offering staff development opportunities to upskill in the provision of online programmes. ▪ PROGRESS survey completed to support professional development of staff. ▪ Three HCI submissions have been made to the HEA but there has been no decision on these as yet. ▪ Given the onset of Covid-19 the work of the Head of Flexible and On-line learning has been invaluable in providing support to staff and students. ▪ Findings from the PROGRESS Survey are now available.		
Summary	Covid-19 has accelerated the work of the Institute in the context of digital transformation. While the focus had been on the support for staff and students to get to the end of the last academic year the focus now has moved to preparation for the new academic year which will see a blended delivery model including both on-line and face-to-face delivery. It is important in this context that pedagogical issues remain at the forefront.		

O4	*Modes of Delivery*	Sept – Aug	VP REEA
Action(s)	1. Appoint a Flexible and On-line Learning Manager to progress opportunities identified in Strategic Plan 2019-2023. 2. Examine the opportunities available via Springboard+ to more comprehensively address the work-based learning agenda.		
BL and PIs	BL – LYIT profile in terms of programme delivery for the 2018/19 academic year.		
Comments			
November 2019	An Instructional Designer has also been appointed to support the Institute's on-line and flexible learning activities. This individual will take up his post shortly.		
February 2020	▪ The Instructional Designer is now in place. ▪ The Institute is currently compiling its Springboard application for 2020/21 with a closing date 5 March 2020. ▪ There has been a significant increase in the number of students studying online - 176 students (October census 2019)		
September 2020	▪ The original Instructional Designer has now left the Institute for a job elsewhere. In the context of the accelerated on-line provision two instructional designers have been appointed over the summer period and a Student Studies Advisor has also been recruited. ▪ The Institute has secured over 300 places on Springboard programmes for the next academic year. The recruitment onto these programmes has been significant and a final position will be presented at the next meeting of the Governing Body.		
Summary	It is important from the Institute's perspective that we maximise our return from both the HCI and Springboard initiatives. This is competitive based funding and early indications this year suggest that enrolment on Springboard programmes will be higher than in previous years and this will allow the institute to draw down substantial funding.		

Student Experience			
Code	**Objective (O): Actions for AY 2019/20**	**Time-frame**	**Lead**
O6	*Campus Development*	Sept – Aug	VP FCS
Action(s)	1. Continue the ongoing upgrade of the Killybegs campus which includes a new library and state-of-the-art education facilities. 2. Consult stakeholders and agree plans for the €20m extension of the Letterkenny campus. 3. Commence renovation work at CoLab to provide additional accommodation for approx. 60 research students.		

BL and PIs	BL - state of LYIT building stock at 30 June 2019. PIs are set out in the contracts for each of the 3 projects.
Comments **November 2019**	1. Key elements of the project in Killybegs have been already completed, including: new bar, new library, collaborative learning space. 2. The plans for the new building on the Letterkenny campus were signed off by the Institute in a meeting with the NDFA and DoES on Monday, 18 November. These plans were then presented at a public information evening and subsequently the plans were submitted for planning permission to Donegal County Council. 3. Enabling construction work has commenced at CoLab.
February 2020	1. The Institute received €327k under the Large Scale Sports Infrastructure Fund to support the development of the Regional Sports activity hub at Knocknamona. 2. The post graduate research centre in CoLab is nearing completion and the President has approached Dr Bill Campbell, Nobel Prize Winner from Ramelton to lend his name to this facility when completed. 3. The Institute is awaiting a decision on the planning application for the extension to the Letterkenny campus.
September 2020	1. Planning permission has been secured for the planned new extension and funding has been committed for this project by Government in August 2020. The project will go to tender as part of a bundle with a number of other institutes in quarter one 2021. 2. The Postgraduate Research Centre in CoLab costing €660k is now complete. An event to mark the dedication of the centre by Professor Bill Campbell will be attended by the Minister for Further and Higher Education, Research, Innovation and Science, Simon Harris, TD and this event will take place on Monday, 2 November 2020. 3. Work has continued over the summer in the Killybegs campus with a major renovation of the reception and administration offices as well as an extension to the new library. 4. A proposal has been completed for the Regional Sports Activity Hub at Knocknamona. 5. The Institute has secured €1.3m under the Energy Efficiency and Decarbonisation Pathfinder Programme (EEDPP) for improvements on the Letterkenny campus.
Summary	In addition to the above work the Estates Office has been under severe pressure in preparation for college reopening due to Covid-19. This work will allow a safe

	return of staff and students to campus. The appointment of a design team to work on the Ocean Innovation Centre at the Killybegs campus will be the next focus. The Estates Manager will make a presentation to the Governing Body on 22 September.		
O9	*Internationalisation*	Sept – Aug	VP REEA
Action(s)	1. Build capacity in respect of the International Office with the appointment of an International Education Manager. 2. Work with the academic managers to promote the Institute to international students continuing the positive trend in international enrolments. 3. Enhance the experience of international students who choose LYIT by supporting their integration into campus life and work with regional enterprises to capitalise on the significant potential of this particular student cohort. 4. Develop additional Erasmus agreements and supports to increase the numbers of incoming and outgoing Erasmus students.		
BL and PIs	BL – numbers of Erasmus incoming and outgoing students and the number of Non-EU fee paying students for the past 5 years.		
Comments			
November 2019	1. International Education Manager was appointed at the start of September 2019. 2. Non-EU registered student numbers in 2019/20 was 214. 3. Significant recruitment activity is ongoing for the next academic year.		
February 2020	1. The Institute hosted a very successful Chinese New Year celebration which was organised by the Chinese and Malaysian society. 2. The Institute has taken all precautions with respect to the Coronavirus and has followed the protocols outlined by the Department of Health. 3. The Institute has developed a new promotional video for international students and this has recently gone live. 4. A new online application system for non EU International students designed to streamline manual processes has been implemented and integrated with LYITs own internal systems.		
September 2020	1. Recruitment of international students has continued and while the impact of Covid-19 has had an adverse effect, the Institute still intends to have approximately 130 international students studying at LYIT this year.		
Summary	A significant effort has been made over the summer to mitigate the negative impact of Covid-19 on international student recruitment. This has required ongoing work by the International Office to ensure that potential students were		

	updated on changes to the situation in the Republic of Ireland. It is great credit to those involved and the quality of our programmes that students have still chosen to come to LYIT during this very difficult time.

Quality			
Code	**Objective (O): Actions for AY 2019/20**	**Time-frame**	**Lead**
O13	*Athena SWAN / Gender Action Plan*	Sept – Aug	VP REEA
Action(s)	1. Identify a senior staff member to further initiatives from Strategic Plan 2019-2023 in respect of the EDI agenda. 2. Complete the work on the LYIT Gender Action Plan. 3. Prepare a funding request in respect of the HEA Strategic Academic Leadership Initiative (SALI). 4. Commence work on the Institute's application for an Athena Swan Bronze Award.		
BL and PIs	BL – The SALI funding application required the compilation of a gender profile of LYIT staff grades.		
Comments **November 2019**	1. Dr Lynn Ramsey has been reassigned as Director of EDI to progress initiatives under this heading and to progress the Institute's application for an Athena Swan Bronze Award. 2. LYIT Gender Action Plan has been approved by Governing Body. 3. LYIT submitted its SALI application prior for the application deadline of 18 October 2019.		
February 2020	1. The Institute's SALI application was unsuccessful with only three IOTs receiving approval for any posts under this call. 2. The LYIT Athena Swan Self-assessment Team (SAT) was established before Christmas and a schedule of activity has been outlined for 2020. This commenced with a training session on 31 January 2020. 3. A major staff survey is currently being developed which will provide the majority of material for the Institute's Athena Swan application.		
September 2020	1. The Institute is still on target for a November 2020 submission for the Athena Swan Bronze Award. 2. The Governing Body Gender Equality Sub-Committee met on the morning of 22 September to receive an update on progress to date. 3. A number of very successful events including the inaugural leadership series has been undertaken as part of this process and the Athena Swan SAT Group has been very busy analysing the data emerging from the Staff survey.		

Summary	There has been significant collaboration on an institute wide basis through the administration of the staff survey and this has highlighted issues that need to be addressed through our application. The Governing Body will be informed of progress through its dedicated sub-committee and the final report will be provided to the Governing Body in due course.		
O14	***Interdisciplinary Programmes***	Sept – Aug	VP AAR
Action(s)	1. EB to draft an Academic Plan in line with Strategic Plan 2019-2023 addressing recommendations from IR, PPEs, and CSRs in consultation with the AC.		
BL and PIs	BL – programme portfolio of 30 June 2019 and student numbers for the past five years. PI – development of a plan informed by the SP and quality reviews that can frame the continued development of an attractive portfolio of high-quality, employment-focussed programmes.		
Comments **November 2019** **February 2020** **September 2020**	Draft Academic Programme Plan for 2019-20/2021-22 was tabled at Academic Council on Friday, 6 December. ▪ The Academic Council is currently considering the draft Academic Programme Plan and the Council will meet on Friday, 14 February. ▪ New course proposals for 2020 are under consideration by both Academic Council and Executive Board. The Executive Board is specifically concerned with strategic fit and resource allocation. ▪ The Institute is currently offering programmes through the CAO system. It is likely that some indication of acceptances will be available to update the meeting on 22 September. ▪ At a national level a significant number of additional places have been created to facilitate this years' leaving cert cohort. LYIT has done particularly well in this area and will offer additional places in some of our high demand programmes.		
Summary	The Institute is offering some new programmes for this academic year but has also discontinued or paused recruitment on some other programmes.		

Education Partnerships and Regional Engagement			
Code	**Objective (O): Actions for AY 2019/20**	**Time-frame**	**Lead**
O16	***Technological University – see appendix 1***	Sept – Aug	VP AAR
Action(s)	1. Continue collaboration with partners via the 4 working groups. 2. Agree engagement mechanisms with unions. 3. Collaborate on joint programmes e.g. iNOTE and CUA Research Symposium.		

BL and PIs	PIs - closing the gap re. TU criteria and demonstrable significant collaboration between partners.		
Comments			
November 2019	1. €2m funding for the CUA from Higher Education Landscape Fund was announced 18 October 2019. 2. €90 million (Budget 2020 commitment) over the next three years to support institutions achieve TU designation and to support the further advancement of established TUs. 3. Joint meeting of CUA Governing Bodies held on Friday, 22 November. 4. Individual Governing Bodies to consider the establishment of a Proto GB for the CUA.		
February 2020	1. Dr Seán Duffy has prepared an update on the CUA for Governing Body and this is presented as a separate item under the President's Report. 2. The Governing Body will consider the ToR for the establishment of a CUA Joint Sub-committee at its meeting on 20 February. 3. The CUA is currently undertaking a recruitment process for an Executive Project Lead to manage the TU application process. 4. A very successful CUA Research Conference took place in January 2020 in Sligo with 220 researchers in attendance, 122 posters presented and 57 oral presentations made. LYIT Research Students Laura McDaid and Christopher McEleney students of the Department of Science under the supervision of Dr Denis McCrudden won the 2 prizes available for Best Poster and Best Oral Presentation respectively.		
September 2020	1. A CUA update was provided by Dr Seán Duffy, CUA Executive Project Lead.		
Summary	There is no doubt with the creation of the new Department of Further and Higher Education, Research, Innovation and Science that the focus is to ensure that a number of new Technological Universities are created. The CUA retains its target submission date of Q4 2020 subject to achieving the TU criteria.		
O17	***Cross-border FE/HE Cluster***	Sept – Aug	VP REEA
Action(s)	1. Achieve the aims as set out in the in the Cross-border FE/HE Partnership submission to the HEA under the Higher Education Landscape Fund. 2. Establish priorities and secure funding for 2020 from the HEA.		
BL and PIs	BL – HE and FE provision by the 4 partners in the North West City Region together with existing collaborative activity. Initial work in 2018/19 on ICT/FinTech programme provision by the partners. PI – Criteria set out in both the 2018 and 2019 funding submissions to the HEA.		

Comments	
November 2019	€500k funding secured for the Smart Industry NoW project from the Higher Education Landscape Fund announced 17 October 2019.
February 2020	1. Individual engagement with partners was carried out by the Programme Manager, Dr Paddy Hannigan prior to Christmas. This identified issues that need to be addressed in the short term. 2. A meeting of the partnership has been scheduled for 3 March and an agenda of work for the year will be agreed at that meeting.
September 2020	1. A further meeting of the Cluster is scheduled for 25 September and a funding application has been made to the TUTF for continued funding of the Cluster.
Summary	Given the renewed focus on Brexit there is likely to be greater political emphasis on Cross-border activity and the implementation of the Northern Ireland New Decade, New Approach document and the Republic of Ireland Programme for Government, Our Shared Future.

Research			
Code	**Objective (O): Actions for AY 2019/20**	**Time-frame**	**Lead**
O22	***Research Model***	Sept – Aug	VP REEA / HORI
Action(s)	1. Build capacity through the appointment of a Research Officer to support the Head of Research and Innovation in the delivery of Institute's Research priorities. 2. Work with the Estates Manager in the delivery of the new accommodation in CoLab for postgraduate research students. 3. Progress the development of the necessary policy and procedures to support research and innovation. Intellectual Property, Conflicts of Interest and Research Ethics. 4. Undertake and support activities that raise awareness about research opportunities together with potential funding sources.		
BL and PIs	BL – LYIT research partnerships and research activity over the past 5 years.		
Comments			
November 2019	1. Research Officer position was advertised in October 2019. 2. Renovation of CoLab for additional accommodation for Research Students commenced in November 2019. 3. Policy and procedures in relation to Intellectual Property, Conflicts of Interest and Research Ethics have been progressed. 4. H2020 awareness event held in November 2019.		

February 2020	1. Interviews have been held for the Research Officer position and this will be filled shortly.
	2. The post graduate research centre in CoLab is nearing completion and the President has approached Dr Bill Campbell, Nobel Prize Winner from Ramelton to lend his name to this facility when completed.
	3. The Institute sponsored, in association with Údarás na Gaeltachta, the Marine Renewables Industry Association annual conference in Dublin. This allowed researchers from the Bryden Centre to promote their activity to an industry dominated audience.
	4. The HEA funding model now includes a specific funding line for Research which relates to both our Research Student Numbers and our Knowledge Transfer Metrics. Initial indications are that LYITs funding under this heading will be in the region of €150,000 for 2020.
September 2020	1. The Research Officer is now in place.
	2. The HEA for the first time ever in 2018 directly funded research in the sector. The quantum of research funding each institution is allocated is based on three metrics, research students, research income and a suite of Knowledge Transfer activities. In 2018 LYIT received €200k in 2019 LYIT received €158k. This funding for these years was based on an overall HEA allocation of €5m to the sector. It is expected that €10m will be allocated to the sector in 2020.
Summary	Efforts will continue to support research activity across the Institute built on the momentum developed over the last 18 months.
O23	**Research Partner Collaboration**	Sept – Aug	VP REEA / HORI
Action(s)	1. Develop research capacity through the funding available via the CUA.
	2. Utilise the funding from the Cross-border Cluster to support jointly supervised research between LYIT and Ulster University working with innovative local industry through the Smart Industry NoW project.
	3. Work with the CUA on the delivery of the CUA Research Symposium.
	4. Examine opportunities for new collaborative research projects that will take the place of the current Interreg VA centres.
BL and PIs	BL – LYIT research partnerships and research activity over the past 5 years. PI – Enhanced research funding secured, increased number of research active staff, increased number of research students, and increased research outputs.
Comments November 2019	1. 51 postgraduate research students registered in 2019/20.
	2. LYIT will receive an additional €200k for Research from its Case Study submission under HEA Performance Funding announced 26 November 2019.
	3. CUA Research Symposium arranged for January 2020.

	4. New funding available via the CUA and the Cross-border Cluster offers opportunities for the Institute to better align research activity with longer term Institute strategy.
February 2020	1. A very successful CUA Research Conference took place in January 2020 in Sligo with 220 researchers in attendance, 122 posters presented and 57 oral presentations made. LYIT Research Students Laura McDaid and Christopher McEleney students of the Department of Science under the supervision of Dr Denis McCrudden won the 2 prizes available for Best Poster and Best Oral Presentation respectively.
September 2020	1. It is estimated that we will register 71 postgraduate research students for 2020/21. This should contribute to our progress towards the TU criteria.
Summary	There is momentum behind research activity within the Institute currently and the majority of ring-fenced funding received under a number of headings has been used to address the CUA research criteria.

Leadership, Compliance & Resource Utilisation			

Code	Objective (O): Actions for AY 2019/20	Time-frame	Lead
O27	***Institutional Research Office and Quality Office***	Sept – Aug	President
Action(s)	1. A Quality Assurance Officer will be appointed in line with commitments made in the Self-Evaluation for the Institutional Review to address the requirements of the Annual Quality Report (AQR) to QQI. 2. An appointment will be made that will support the work of the Institutional Research Office and particularly the demands of the annual Strategic Dialogue with the HEA. 3. An initial focus from the Quality Office will involve preparatory work on module database for all Institute programmes.		
BL and PIs	PIs – Enhanced tracking and trending of data and improved evaluations of Institute reporting from QQI and HEA.		
Comments **November 2019**	1. Interviews have taken place for the Quality Officer position.		
February 2020	1. The Quality Assurance Officer is now in post. 2. A post has been advertised for a Post-Doctoral Researcher in Teaching and Learning which will support the Institutional Research Office.		
September 2020	1. The Post-doctoral Researcher has now been appointed and has contributed to the Athena Swan survey and also both staff and student surveys during the Covid-19 outbreak.		

Summary	The Institute continues to maintain and enhance the quality of its academic programmes. The additional resources which are now available should streamline this process and support the Institute's Quality Improvement plan arising from the most recent Institutional Review.		
O28	***Institute Restructuring***	Sept – Aug	President
Action(s)	1. Re-align academic schools into a faculty structure that better addresses existing and projected student demand together with the priorities articulated in Strategic Plan 2019-2023. 2. Revise VP roles and the service areas to improve workflows strengthening key decision-making bodies to ensure the Institute is better placed to pursue its strategic agenda.		
BL and PIs	BL – Institute structures in place on 30 June 2019.		
Comments			
November 2019	1. A sub-committee of Executive Board has been established to develop a restructuring proposal. 2. The sub-committee has developed an early draft examining a number of possible models to motivate initial discussions. 3. The Executive Board tabled a document for discussion at the Executive Council meeting on 27 November. A further meeting of the Council is planned for Wednesday, 11 December.		
February 2020	1. The Executive Council met on 27 November 2019, 11 December 2019 and 10 February 2020 to discuss developing iterations of a draft restructuring proposal. Feedback has been considered in developing this draft and further feedback is being considered as we move towards an agreed position at the end of February. A briefing session has been held with representatives of the TUI Branch Executive and it is planned to have similar meetings with other Trade Unions.		
September 2020	1. The proposed new institute structure was tabled at the Governing Body meeting on 21 May 2020. Since then this proposal has been circulated to all staff and further discussions have been had with the various Trade Unions. The Executive Board is now moving towards the implementation phase over semester 1 2020/21 and the Governing Body will be updated on progress.		
Summary	New organisation structure to be implemented over the course of Semester 1 2020/21.		

3. MISCELLANEOUS

3.1 Digest

The President attended or was involved in the following engagements:

Event	*Date*
THEA Meeting	4 September 2019
EB Strategy Day	10 September 2019
Welcome Back Breakfast	10 and 13 September 2019
Visit from Victoria Brownlee, HEA	16 September 2019
Visit from Minister Joe McHugh	16 September 2019
Philadelphia Delegation meeting in CoLab	19 September 2019
Donegal Connect Event	2 October 2019
Enterprising Town Awards	2 October 2019
IBEC/CBI Conference, Dundalk	3 October 2019
Sean Fingleton Art Launch	3 October 2019
Brexit Conference, Magee, Derry	5 October 2019
Invent Awards, Belfast	10 October 2019
Derry Chamber of Commerce – Dinner	11 October 2019
Donegal GAA Youth Conference	12 October 2019
IDA Meeting	14 October 2019
Staff Induction	17 October 2019
Queens University Belfast meeting in Derry	23 October 2019
Opt to Achieve Awards	7 November 2019
Conferring of Awards Ceremony Killybegs	8 November 2019
Letterkenny Business Awards	8 November 2019
Killybegs 50th Gala Ball	14 November 2019
Deele College, Raphoe	19 November 2019
IBEC NW Regional Insights	20 November 2019
LYIT Open Day	21 November 2019
Donegal Association London	23 November 2019
20x20 Launch	25 November 2019
Guidance Counsellors Lunch – Killybegs	5 December 2019
MA/PGDip UX Design – Fáilte Ireland	16 December 2019
Catalyst Inc. Meeting – Letterkenny Plans	16 December 2019
LYIT/DETB Meeting	13 January 2020

DICE Launch	14 January 2020
Access Mentoring Event	14 January 2020
President European Commission – Dinner	15 January 2020
Meeting with Sean O'Foghlu/William Beausang	16 January 2020
Scoil Colmcille Event	17 January 2020
American Chamber Briefing	22 January 2020
Guidance Counsellors Meeting	23 January 2020
Chinese New Year Event	24 January 2020
Athena Swan Launch/Training	31 January 2020
NW City Region Meeting	5 February 2020
MRIA Conference	5-6 February 2020
Optum Awards Ceremony	6 February 2020
National Alcohol Forum Event	7 February 2020
THEA Snr Executive Programme	17-18 February 2020
TENI Training	21 February 2020
Sports Scholarships Awards	24 February 2020
John O'Connell – North Carolina	26 February 2020
DICE Conference	5 March 2020
International Women's' Day – Sarah Keane, CEO, Swim Ireland and President of the Olympic Federation of Ireland attended a breakfast meeting.	6 March 2020
President's Annual Lunch – Londonderry Chamber of Commerce	6 March 2020
IGC Conference	7 March 2020
HEA Strategy and Performance Dialogue/Annual Budget Meeting	15 April 2020
Virtual Open Day	18-22 May 2020
Virtual Student Awards	28 May 2020
ISSC Conference hosted by LYIT online	11/12 June 2020
HEA – Presentation to North West Strategic Growth Partnership	June 2020
HEA – Meeting regarding Apprenticeships	3 July 2020

APPENDIX 1

CUA Monthly Updates

April 2020

July-August 2020

CUA Monthly Update – April 2020

Date	Group/Meeting	Commentary
02 April	*Transition Group*	• Preparation of draft report
02 April	*Students Union sub-group*	• Introduction of incoming SU Officers
		• Approved draft document for External Expert to undertake review of SU Structures and Finance
		• SU officers to begin review of SU constitutions with view to development of SU TU constitution
06 April	*Mazars Consultants*	• Initial meeting re: Due Diligence contract
07 April	*Transition Group*	• Preparation of draft report
08 April	*Project Management Team*	• Membership of MS Teams updated to include union representatives
		• Workplan on MS Teams updated
		• Update on Drafting Group progress
		• Agreement to develop ToR for Head of School/Faculty subgroup
14 April	*PMSS Unions IR Forum*	• Inaugural meeting of Forsa, Unite and SIPTU representatives
14 April	*CUA EduCampus Forum*	• Inaugural meeting of CUA EduCampus Forum
		• Draft ToR agreed and submitted to CUA Steering Group for approval.
15 April	*KOSI Corporation Consultants*	• Initial meeting re: Legal Due Diligence contract
15 April	*Corporate Governance & Data Protection subgroup*	• Name change recommended • Request for meeting re DP on CUA joint projects e.g. iNOTE, myexperience.ie
		• CUA Data Sharing Protocol updated
		• DPC guidance on cookies and tracking technologies to be circulated to IT and Communication sub-group
15 April	*Human Resources subgroup*	• Update on Staff Qualifications audit Established group to produce Staff Training and development plan
		• Facilitation of PMSS staff representatives IR Fora discussed
16 April	*Transition Group*	• Preparation of draft report

		• Transitions document circulated to Executive boards
16 April	*Corporate Procurement sub-group*	• Draft Position Paper on Structure of Corporate Procurement function in TU reviewed
16 April	*IT sub-group*	• Due Diligence process discussed • Content for draft submission discussed • Outcomes of CUA EduCampus Forum discussed • Update of CUA website discussed • PMSS staff representation on Transitions Group discussed
16 April	*Finance sub-group*	• Content for submission document discussed • Due Diligence process discussed • PMSS staff representation in Transitions Group discussed
17 April	*Estates sub-group*	• CUA DA to provide metrics on functional structures in comparable universities/TUs • Due Diligence process discussed • PMSS staff representation in Transitions Group discussed
20 April	*Student Services subgroup*	• Discussion re: draft CUA Employability Statement document • Discussion re: draft CUA Student Success Strategy and institute inputs especially Student Voice (SU Officers) • Review of inputs re: development of CUA Student Services Framework document
20 April	*HR Managers*	• Discussion re: facilitation of PMSS IR Forum
21 April	*Mazars*	• Due Diligence process.
21 April	*Communications subgroup*	• CUA website progress report and further updates agreed • Agreement to progress CUA brand document internally initially • Additional external stakeholders added to CUA Comms strategy • Agreement to develop CUA 'elevator pitch' • CUA logo to be added to cover of institute prospectuses
22 April	*Working Group 4*	• Update from sub-groups and work plans reviewed • Health and Safety Group to be established • Due Diligence projects reviewed

		• Content for submission process discussed
22 April	*International sub-group*	• Review of template re: Development of draft CUA International Framework Strategy Document
24 April	*Drafting Group*	• Agreement that first skeleton draft of submission document will be available to WG 1 by end of May 2020 • Agreement that draft will be made available for wider consultation after Working Groups are in agreement on first draft • Agreement for Drafting Group to meet weekly to monitor progress on writing draft submission
27 April	*CUA TUI Agenda Group*	• Discussion re: agenda items for CUA TUI IR Forum Meeting (06.05.2020)
27 April	*Learning & Teaching subgroup*	• Review of CUA collaborative projects funded via National Forum • Development of CUA Digital Profile Reports from national INDEx survey • Approval of draft LTA principles document to WG3 and SG • Student Success Strategy activities to be mapped to GMIT/National Forum SS Model
27 April	*Task Group for Staff Training and Development Plan*	• Underlying principles and approach agreed • Work plan agreed
28 April	*CUA PMSS IR Forum*	• Discussion on Forum Terms of Reference • Discussion on job description of IR Facilitators
29 April	*Working Group 3*	• Review of all sub-group activities • Preparation of WG3 prioritised actions summary for SG • Review of iNOTE work packages • External review and development of common CUA Marks and Standards project • Reviewed draft terms of reference for CUA Heads of School/Faculty group
29 April	*Heads of School/Faculty*	• Nominees to review ToRs agreed • Rotating Chair agreed
		• Nominees to review CUA Employability Statement agreed • Agreement to hold focused meeting on potential future faculty structures

30 April	*International Managers*	• Development of draft CUA International Framework Strategy Document
30 April	*Students Union sub-group*	• Final review of tender document
		• Review of constitutions of 3 CUA SUs
		• Discussion of SU handover document re: TU activities to new SU officers

Note: CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.

CUA Project Management Team

- Dr Seán Duffy, Executive Project Lead, sean.duffy@cualliance.ie
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CUA Monthly Update – May 2020

Date	Group/Meeting	Commentary
05 May	*Project Management Team*	• Review of Working Group and subgroup tasks • MS Planner update • Website and communications updates
05 May	*Communications sub-group*	• CUA elevator pitch • Website update • CUA Communications Strategy • CUA branding update
05 May	*CUA PMSS IR Forum*	• Agreement on Terms of Reference • Agreement on job description/role IR Facilitator
05 May	*Staff Training and Development Task Group*	• Presentation on current and possible training systems provided
05 May	*Mazars*	• Due Diligence
06 May	*CUA Steering Group*	• PMSS union representatives joined Steering Committee • Approved Data Sharing Protocol • Transitions Group Interim Report to be circulated to stakeholder groups and feedback sought • Approved CUA Communication Strategy • Draft CUA Learning & Teaching Principles Framework is to proceed to the Academic Councils • Health & Safety sub-group established
06 May	*CUA TUI IR Forum*	• Discussed draft Memorandum of Understanding (MoU) • Agreed to form sub-committee to review MoU • TUI Position papers update • Update on TU related policies under discussion at a National Level
		• Agreed to provide access to range of CUA MS TEAMs Working Group and Sub-group folders
07 May	*Kosi Corporation*	• Legal Due Diligence
07 May	*Fin Mgrs*	• Consolidated Financial Planning
08 May	*Submission Drafting Group*	• Discussed draft table of contents and content preparation from Working Groups & sub-groups

12 May	*Corporate Governance & Data Protection sub-group*	• Data Protection in current and future CUA joint projects – need for DPIA identified
12 May	*Staff Training and Development Plan Task Group*	• Draft structure agreed
12 May	*Learning & Teaching subgroup*	• Updates on sub-group priority tasks • CUA LTA Principles and Strategic Initiatives - to be sent to ACs • CUA Student Success Strategy • Student Success Model GMIT • National Forum Funded Projects • Digital Profile Report INDEx Survey
14 May	*International sub-group*	• Review of draft international framework document • Scheduled meetings of International Managers to review draft. • Discussion re: language policy
14 May	*Kosi Corporation*	• Legal Due Diligence
14 May	*Financial Managers*	• First draft consolidated Financial Plan approved, subject to review by WG4
14 May	*Working Group 4 and Lead Writer*	• Review of draft consolidated Financial Plan
15 May	*Submission Drafting Group*	• Review of draft content, task assignment and gap analysis
15 May	*Mazars*	• Due Diligence
18 May	*CUA TUI Agenda Group*	• Discussion re: draft MoU and national negations • Review of Transition Group Interim Report • Scheduling of next CUA TUI IR Forum meeting
19 May	*Student Services sub-group*	• Update Sub-group priority tasks • Employability statements (subcommittee meeting scheduled for 26.05.20) • CUA Student Success Strategy • CUA Student Services Framework • Joint Student Charter
19 May	*Staff Training and Development Task Group*	• Feedback re first draft from DC considered
20 May	*Working Group 2*	• Discussion on future of research gateways in a TU environment • Update on progress of research sections of submission document

		• Embassy of Good Science overview • Ethical approval for joint CUA research projects • ToRs agreed for EKE subgroup • Agreement to circulate research outputs survey to inform submission document
20 May	*Working Group 4*	• HMcG nominated as VP Sponsor for Health & Safety Sub-group • Recommendation re: allocation of additional resources to support the work of Estates and IT SG submitted to WG1 for consideration • Meeting with Transition Group requested to consider representation of PMSS staff • Due Diligence projects discussed • VP Sponsor to attend June Sub-groups to discuss prioritisation of tasks in workplans • SH to attend June meeting to provide update from CUA IR Fora • Recommendation from DPOs re CUA RPL portfolio tool endorsed
21 May	*Staff Training and Development Task Group*	• Draft refined and submitted to Drafting Committee
21 May	*Students Union sub-group*	• Update on SU TU tender re: future funding & structure • Update on draft SU TU Constitution document • Review of CUA handover to new SU officers
21 May	*Heads of School/Faculty*	• Review draft Terms of Reference for CUA Heads of School/Faculty group
21 May	*Working Group 3 & iNOTE Work Package 1 Team*	• Review of CUA Blended and Online Learning Policy Framework Draft Document
21 May	*Working Group 3*	• Review of draft CUA Marks and Standards document
22 May	*Submission Drafting Group*	• Review of draft content, task assignment and gap analysis
26 May	*Enterprise & Knowledge Exchange Subgroup*	• Workplan demonstrated • ToRs agreed with minor addition • Agreement to map innovation clusters • Discussion on future branding • Input on Research Output survey • Discussion on prioritisation of future tasks in advance of submission

26 May	*Working Group 4*	• Draft Consolidated Financial Planning approved
		• JF to represent WG4 on CUA TUI Forum
		• Tender required for 'dry run' audit
		• L10 equivalences process
		• Preparatory meetings for June meetings of Sub-groups to be scheduled
26 May	*Heads of School & Careers Officers*	• Review draft CUA Employability Statement document
27 May	*Mazars*	• Due Diligence
27 May	*VP Fin (GMIT) & ITS PM*	• Review workplans for relevant Subgroups
		• Agree agenda for June meetings
28 May	*VP Fin (ITS) & ITS PM*	• Review workplans for relevant Subgroups
		• Agree agenda for June meetings
28 May	*Heads of School/Faculty Group*	• Review of Level 10 Equivalencies Template
		• Agreement on group's Terms of Reference
		• Discussion on future faculty structure
		• Update draft CUA Employability Statement document
		• Discussion re: implications of Covid-19 and preparations for next academic year
29 May	*Submission Drafting Group*	• Review of draft content, content editing and gap analysis

Note: CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.

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CUA Monthly Update – July and August 2020

Date	Group/Meeting	Commentary
03 July	*CUA TUI MoU Sub-group*	• Reviewed draft MoU document
08 July	*Working Group 1 and Chairs CUA Governing Bodies*	• Reviewed progress of CUA TU project to date • Discussed Joint CUA Governing Body • Sub-committee meeting • Agreed date of first meeting of above group (01 September 2020)
08 July	*CUA EduCampus*	• Initial meeting – Finance and IT • Consolidation Project Approach
09 July	*CUA EduCampus*	• Initial meeting – HRM and Payroll • Consolidation Project Approach
09 July	*Enterprise & Knowledge Exchange Sub-group*	• Reviewed 'Research in the CUA TU' document and identified need for Enterprise Development subsection • Agreed additional contribution to be included by Incubation Managers and Tech Gateway Managers will be a separate document initially • Oral report of Innovation Centre Managers meeting delivered in context of CUA overlap • Update on progress on EKE topics for TU • Submission document • Agreement to produce a CUA Draft IP • Policy
10 July	*Students Union Sub-group*	• CUA SU Managers joined the sub-group • Reviewed progress to date • Agreed to proceed with review of SU future structures and funding
14 July	*Project Management Team*	• Reviewed progress to date • Prepared CUA calendar to end 2020 • Reviewed work plan, website updates, staff portal • Agreed meeting schedule
14 July	*PMs and EduCampus*	• Project Governance • Discuss Business Process Alignment and priority issues
15 July	*CUA EduCampus*	• Initial meeting – Finance Management System • Consolidation Project Approach
16 July	*CUA TUI MoU Sub-group*	• Completed first review of draft MoU • Discussed related issues
24 July	*HEA TURN Funding*	• Discussion re: Technological University Transformation Funding (TUTF) call

On-going	*Due Diligence Process*	• Colleagues including VP Fin and relevant CSMs involved in Due Diligence process throughout July/August
27 July	*Working Group 2*	• Review of progress on 'RIE in the CUA TU' document. • Agreement reached on the best method of integrating further updates • Agreement reached on approach to overview of Research Centres and QA in Research • Agreement to review available existing datasets for inclusion in document
29 July	*Health and Safety SG*	• Terms of Reference agreed • Draft Work plan considered
13 August	*CUA HEA TUTF Call*	• Meeting to discuss TUTF application
25 August	*Project Management Team*	• Reviewed progress to date • Confirmed arrangements for Joint GB Sub Committee meeting • Agreed Agenda items for Communication Sub-group • Discussion re: Submission process • Discussion re: 'Dry Run' Audit
27 August	*Students Union Sub-group*	• Update on SU external review/audit • Discission on development of SU TU Constitution • Agreement on engagement plan with wider student body • Agreed meeting dates and date for meeting with Working Group 1
28 August	*Working Group 1 (in person meeting Letterkenny)*	• Review of TU Vision and Mission • Work Plan (Sep – Dec 2020) • Engagement (internal & external)
31 August	*Communications Subgroup*	• Review of Communications Plan External Engagement • Website FAQs in conjunction with PMSS representatives • Presentation from MTU's • Communication and Change Management Project Leader

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[1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
[2] CUA Project Management Team meet on a weekly basis.

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