



**lyit**

| **Institiúid Teicneolaíochta Leitir Ceanainn**  
**Letterkenny Institute of Technology**

# **PRESIDENT'S REPORT**

2013/14





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## **1. Introduction**

This year was characterised by the continued implementation of the National Higher Education Strategy by the HEA. This national agenda has had a major impact on LYIT activity as the Institute strives to align its emerging Strategic Plan with these initiatives. The higher education landscape continued to be crowded and confusing with continued reduction in budgets while demand on services increase. LYIT must maintain a positive trajectory within this environment and continue to meet the needs of its stakeholders.

## **2. Strategic Planning**

The Institute's current Strategic Plan 2007-13 comes to an end this year. There are a number of issues influencing the development of a new plan and these are included here for discussion. The emerging Strategic Plan will be framed in the context of this emerging activity.

The Institute has commenced a process to develop a new plan over the coming months. An initial draft of a proposed process for the development of the plan is included at appendix 1. There was little sense in commencing this project until the HEA landscape process was completed and until the Performance Framework was put in place. The scaffolding is now available around which to build a new plan for the period 2014-17 and the proposed compacts will be in operation up to the end of 2016.

### **2.1 Strategic Planning Process**

The Institute hosted a staff seminar on Friday, 29 January 2014 kindly chaired by the Chairman of the Governing Body. The contribution from the speakers Tom Boland, CEO, HEA, Professor Philip Nolan, President, NUI Maynooth and Dr Mary Fleming, Head of the School of Education, NUI Galway was particularly good and there was strong interaction from the floor. This was an excellent launch to our consultation process (appendix 2).

Following the launch three plenary meetings were hosted by the President on the following dates:

#### **Letterkenny Campus:**

<b><i>Date</i></b>	<b><i>Time</i></b>	<b><i>Venue</i></b>
Wednesday, 5 March	Session 1 - 12.45 pm	Room 1452
Wednesday, 5 March	Session 2 – 1.30 pm	Room 1452

#### **Killybegs Campus:**

<b><i>Date</i></b>	<b><i>Time</i></b>	<b><i>Venue</i></b>
Wednesday, 12 March	1.15 pm	Demo Theatre (Sem 4)

The objective of these meetings was to encourage engagement by all staff across the college with this process. In the meantime the various committees of Academic Council fed back on initial draft documents circulated for discussion.

Additional material was made available to all staff and local meetings at school, department and functional level were held during March. The consultation process regarding the Institute's Strategic Plan 2014-17 was concluded in early May. All the relevant feedback was incorporated in a revised draft which was tabled at a meeting of the Governing Body.

The revised draft was considered by the Institute's Executive Board and Executive Council. The Academic Council, both in full session and through a meeting with the Chairs of sub-committees also considered the draft.

### **3. HEA Performance Framework**

On 18 July 2013 the HEA published a new Performance Framework for the Higher Education sector arising from 7 high level objectives set by the Minister for Education and Skills. This Framework initiated an iterative process between the Institute and the HEA to conclude a Performance Compact by January 2014.

Mr Pat Harvey former Chief Executive Officer of the North Western Health Board has been employed by the HEA to oversee the implementation of this framework.

#### **3.1 Draft LYIT Mission-Based Performance Compact**

The Institute submitted its draft compact to the HEA on Friday, 4 October 2013. The draft document is attached (appendix 3). An international panel was appointed to adjudicate on this process and their details are as follows:

- |                     |  |
|---------------------|--|
| ▪ Madeleine Green:  | Independent Higher Education Consultant  |
| ▪ John Hegarty:     | 43rd Provost of Trinity College Dublin   |
| ▪ John Randall:     | Independent, International consultant on<br>Higher Education and Professional Training |
| ▪ Andrée Sursock:   | Senior Advisor at the European University<br>Association (EUA)                         |
| ▪ Dr Richard Thorn: | Independent Higher Education Consultant  |

The Institute received an initial response from the HEA to its Draft Mission-based Performance Compact submitted in October. The response is attached in Appendix 4. A meeting with the HEA was arranged for 20 January 2014.

A briefing session for Institutes was held on Wednesday, 4 December 2013 in preparation for the Strategic dialogue meetings in the New Year. LYIT's Executive Board met with the HEA on Monday, 20 January.

This process continued into March when a report was sent to the Minister and the final compacts were signed with each individual institution at that time.

### **4. LYIT Financial Plan 2013-15**

As a follow-up to ongoing discussions regarding the School of Tourism, Killybegs, and the Institute's three-year financial plan submitted to the HEA in June 2013, Mr Stewart Roche and Ms Sheena Duffy from the HEA visited the campuses in Killybegs and Letterkenny on 14 and 15 October 2013 respectively. A report on the financial impact of the School of Tourism on LYIT as a whole was presented to the HEA's Finance Committee in November 2013. The President wrote to the HEA on 8 November 2013 (see appendix 5) requesting an update regarding the financial assessment of options for the School of Tourism, Killybegs.

#### 4.1 *HEA's Response to LYIT's Financial Plan*

The Institute received a response from the HEA regarding the Financial Plan approved by Governing Body in June 2013. While there had been a great deal of activity including a visit from HEA officials in the meantime, this was the first formal communication from the Authority and was in response to a number of requests sent from Governing Body.

A soft copy of the letter was received late on Friday, 17 January 2014 in advance of the Institute's scheduled Strategic Dialogue meeting with the HEA on Monday, 20 January. While not directly part of the dialogue process the Institute did register its annoyance and frustration with the process to date particularly in the context of the Institute's strategic planning process.

As a follow on to this the Chairman met with Tom Boland, CEO of the HEA at the staff seminar on Friday, 24 January. It was agreed that a meeting should be convened with the HEA and Department officials to progress this issue.

On 3 March 2014, a meeting took place at the HEA offices between representatives of LYIT (Chairman, President, Secretary Financial Controller, Registrar and Head of School of Tourism), the HEA and the Department of Education and Skills. The ongoing impact of the School of Tourism on LYIT's finances was discussed at length. It was agreed that a working group, comprising representatives from LYIT, the HEA and the Department, would be established to progress options identified in relation to funding issues associated with LYIT and particularly the Killybegs campus. The working group will provide a report to the HEA's Finance Committee by the end of Q2 2014.

#### 4.2 *HEA/DoES/LYIT Working Group*

As agreed in March 2014, terms of reference of the HEA/DoES/LYIT Working Group were to progress options identified by the HEA Finance Committee in relation to funding issues associated with LYIT and particularly the Killybegs campus. On 22/23 May 2014, a series of meetings were held in Killybegs and Letterkenny between the Working Group and the following stakeholder groups:

- Representatives of School of Tourism Staff
- Representatives of School of Tourism Students
- Killybegs Community Council
- Local TDs
- Bord Iascaigh Mhara
- ETB
- SOLAS
- Killybegs Fishermen's Organisation
- County Enterprise Board
- Donegal County Council
- LYIT Wind Energy representative
- Fáilte Ireland
- Irish Hotels Federation

The value of LYIT's activities in Killybegs, in terms of both tourism and culinary arts academic provision and regional development, was acknowledged by all participants. It was expected that the working group would issue a report to the HEA Finance Committee in July.



#### **4.3 HEA Programmes & Budgets Meeting**

The Institute's Programmes and Budgets 2014 meeting between LYIT and the HEA took place on Thursday, 27 March 2014. LYIT was represented by the President, Secretary/Financial Controller, and Registrar. The plan included expenditure of €600K relating to equipment upgrades, laboratory equipment, IT network and infrastructure maintenance, and maintenance to buildings to address health and safety concerns. While Institute representatives explained that this expenditure was required to ensure the provision of existing courses and the maintenance of existing facilities, the HEA expressed concern at the Institute's proposed use of recurrent funding for capital purposes.

In subsequent correspondence on 10 April 2014, Ms Mary Kerr, Deputy Chief Executive of the HEA, stated the following:

"As stated at the Programme and Budgets meeting, recurrent funding should only be used for capital purposes where it does not have a negative impact on the services provided by the recurrent grant and/or result in an operational deficit for an Institute.

Accordingly, the Institute needs to re-consider and re-prioritise its overall budget for 2014 taking into account the proposed expenditure of €600,000 as detailed in the attachment. This should also be factored into a revised three year plan (2014-2016), which we will be requesting from LYIT in the coming days".

Following this meeting with the HEA on Thursday, 27 March 2014, LYIT was asked to submit a three year financial plan. This was initially refused by LYIT.

### **5. Cross-Border Engagement**

#### **5.1 NWGI/OFMDFM**

On Monday, 30 September 2013, the President, Mr John Andy Bonar, Head of Development and Dr Paddy Hannigan visited the offices of the North South Ministerial Council, Armagh. The discussion with senior civil servants from both sides of the border focused on the rejuvenation of the North West Gateway Initiative (NWGI).

This meeting was part of an ongoing consultation process with relevant stakeholders in the region and allied to the development of a North West action plan by ICLRD should breathe some life into cross border activity in the region.

#### **5.2 NSIP and 25k Awards**

On 26 September 2013 the President, Secretary/Financial Controller, Head of Development and CoLab Manager represented LYIT at the Northern Ireland Science Park 25k Awards Ceremony in Titanic Belfast. The Annual Awards showcase the best innovations with commercial potential emerging from the Northern Ireland Research Base across Queens University, University of Ulster, Agri-Food and BioSciences Institute and HSC Innovations.

Over the previous 6 months participating teams had been mentored by experienced entrepreneurs and business advisers and the 10 shortlisted finalists were among the 500 audience on the evening. The overall winner received £10,000 with £2,500 going to each of 4 category winners in Hi-Tech, Bio-Tech, Clean-Tech and

Software and Digital Media. Dr Peter Fitzgerald founder of Randox received the 2013 Northern Ireland Science Park Innovation Founder Award in recognition of his outstanding contribution to innovation and enterprise.

### *5.3 New Initiatives*

Following the success of the NWRSP project, LYIT has recently been invited to participate in a number of cross border engagements including:

- Progress Project, Delivering on Skills for Growth and Jobs, involving UU and North West Regional College (NWRC), developing an EU funding proposal to upskill people towards jobs in ICT in the NW.
- STEM NW Action Plan with NWRC and UU engaging with primary and post primary schools in Derry and Donegal and encouraging and enabling participation by students in Science, Technology, Engineering and Maths (STEM) education.
- Engineering Sector Working Group of Derry's Skills Directorate, involving a targeted initiative between Engineering employers in Derry and Further and Higher Education providers NWRC and LYIT, designed to promote and encourage student participation in Engineering leading ultimately to these students being equipped with skills to take up current and future jobs in the Engineering sector across the NW.

### *5.4 Meeting with the Joint Oireachtas Committee on the Implementation of the Good Friday Agreement/Proposed Stormont Meeting*

On 30 May, the President along with the Presidents of IT Sligo and DKIT were invited to address the Joint Oireachtas Committee on the Implementation of the Good Friday Agreement on the issue of cross-border student mobility. The joint submission to the Committee is in appendix 6. The Presentation was well received and the delegation will be invited back to meet the Committee within 6 months. As a result of this initial meeting the same delegation will now meet with a number of committees in Stormont on the same issue. A date has yet to be agreed for this meeting. The Institutes are currently in discussion with SEUPB regarding the possible provision of funding for a project on cross-border student mobility.

This committee visited Derry on Friday, 21 February 2014. The President was invited by the North West Cross Border Group to address the committee on the development of the North West Regional Science Park.

### *5.5 North West Partnership Board (NWPB)*

The first meeting of the reconstituted NWPB was held on Tuesday, 16 July. This body was instrumental in supporting the NWRSP submission for the Institute. An action plan for the Board is currently being developed by representatives from the International Centre for Local and Regional Development (ICLRD) and the Institute is an active participant in this work. In addition, a new Donegal Economic Forum has been established to facilitate the retention of gateway status for Letterkenny. The Forum has met on two occasions, Monday, 29 July and Tuesday, 17 September.

### *5.6 North West Partnership Board (NWPB)*

On 19 November 2013, the Secretary/Financial Controller attended a meeting of the North West Partnership Board at the Guildhall, Derry. The NWPB arose from discussions between the Derry Strategy Board and the Donegal County Development Board whose members agreed that significant opportunities existed for collaboration. John Driscoll, Project Director with the International Centre for Local and Regional Development,

presented details of projects and activities underway on both sides of the border, across a range of disciplines. It was agreed that Dr John Doran of LYIT would take the lead in compiling details of projects underway in the area of Renewables with a view to optimising efficiencies and sharing learnings across these project groups.

#### *5.7 NWRSP Progress Report*

Having considered two objections in respect of the proposed NWRSP construction project, Donegal County Council issued its decision to grant planning permission on 11 November 2013. If objectors appeal that decision to An Bord Pleanála, timelines for completion of construction and drawing down of funds may be jeopardised. The deadline for appeals is 9 December 2013.

From an operational perspective, construction work is underway at the Fort George site in Derry. A Design Team has been appointed for the Letterkenny element of the science park. Contractor suitability assessment is underway and invitations to tender will issue in early February 2014. It is anticipated that the main contractor will be appointed by the end of April 2014. Subject to the planning process, LYIT aims to commence construction in May 2014 with a target completion date of March/April 2015. An enabling works contract will commence in mid-January 2014 and be completed by end March 2014. This will include services diversion and site preparation. Tenders are due to be returned on 11 December 2013.

Invitations to Tender in respect of the NWRSP construction were dispatched to the five shortlisted contractors. Tender return date was 10 April 2014.

A decision on the planning appeal was expected from An Bord Pleanála by 17 April 2014. In the event of a successful outcome to the planning appeal, an enabling works contract will commence immediately after Easter and this will be followed by the Main Contract which will commence in early June.

On 10 April 2014, An Bord Pleanála granted planning permission for construction of the North West Regional Science Park at Port Road, Letterkenny. Enabling works commenced on 22 April 2014 and were expected to be completed by 23 May 2014.

#### *5.8 North West Regional Science Park*

Enabling works for this project were completed on time, by 23 May 2014.

A tender report was prepared by the LYIT Estates Office and the project design team, and was approved by SEUPB on 5 June 2014. A construction contract with Boyle Construction was executed on 9 June 2014. Work is commenced on 25 June 2014. Target completion date is 23 April 2015, which will allow LYIT meet its commitments under the terms of the INTERREG IVA funding.

#### *5.9 North West Health Innovation Corridor (NWHIC)*

A meeting of the above initiative was held on Friday, 22 November and was attended on behalf of LYIT by Dr Nick Timmons (Principal Investigator of WiSAR Lab) and Ms Marianne Moutray (HoD Nursing & Health Studies)

#### *5.10 St Columb's College, Derry*

Mr Thomas Bradley, Vice Principal at St. Columb's College Derry accompanied by Mr John Peoples and Ms Honor Sisk, Careers Advisors at St. Columb's, met with the President, Registrar and Head of School of Science on

Monday, 25 November. The discussion revolved around the CAO system and how it was perceived as disadvantaging potential students from Northern Ireland from applying to courses of study in the Republic of Ireland. CAO at present does not calculate points for subjects other than those that are presented as traditional A-levels. The majority of secondary schools in Northern Ireland have moved away from the traditional A-levels to more applied subjects. The delegation from St. Columb's has requested that this issue be raised by the President at CAO meetings and with relevant politicians on both sides of the border. The group also expressed the view that the IOT sector is still regarded as Further Education rather than Higher Education in Northern Ireland. St. Columb's would like to work with LYIT to dispel this view as they believe they would have a number of students who are much better equipped to be following courses of study in LYIT or the IOT sector in general rather than in the traditional university sector.

#### *5.11 Northern Ireland Science Park (NISP)*

The President was invited by the new Chairman of the NISP, Paul Bradstock, OBE DL, to a lunch in Belfast on Tuesday, 11 March 2014. This lunch was attended by HRH Prince Andrew the Duke of York who is a trustee of the Science Park. It was a useful opportunity to update the Duke on the development of NWRSP.

#### *5.12 Meeting with Department of Employment & Learning (DEL)*

The President met with officials from DEL in Belfast on Tuesday, 11 March 2014. This was an opportunity to discuss the possible cross-border regional cluster proposed in the LYIT Performance Compact. A similar meeting with officials in the Department of Education and Skills is scheduled for Thursday, 13 March, in Dublin

The Institute's Executive has also had parallel discussions with staff from the North West Regional College (NWRRC) in Derry exploring possibilities of mutual interest.

Two representatives from Department of Employment & Learning Northern Ireland (DEL), Dr Mary McIvor and Daryl Young, visited the Institute on Monday, 31 March. This was a follow-up meeting to the President's visit to the Department in Belfast. There is a converging agenda between DEL and the Department of Education and Skills in the Republic of Ireland on cross border student mobility. As reported previously, the President and the CEO of Donegal ETB, Shaun Purcell were invited to meet with representatives from the Department of Education and Skills on the same issue. Subsequently both of us have been asked to support both departments in their combined work on student flows.

#### *5.13 Education Recruitment and Marketing (ERandM)*

The President, Registrar and Head of Development recently met with Eddie Ferguson and Mary Higgins from the above company to assess our recruitment strategy in Northern Ireland. Following some discussions it was agreed that a proposal from ERandM would be considered by the Institute as a pilot for the next academic year.

## **6. Collaborative Activity**

#### *6.1 Connacht Ulster Alliance (CUA) Update*

Joint functional group meetings with Heads of School and Heads of Department or Heads of Function and Central Service Managers continued to be held for some functional areas. On June 18 2013, a meeting of the Schools of Business, Tourism, Hospitality and Humanities was held in Letterkenny. A number of issues of interest to the CUA members were discussed including; development of a tourism research centre, learner

placement, international collaborations, staff development and programme mapping. A joint meeting of the Schools of Engineering was held in Sligo on October 17 2013 at which the following issues were discussed; programmatic reviews, budgeting, on-line delivery and current enrolments.

The Registrar's group meets regularly and is progressing a range of tasks including; a draft Learning, Teaching and Assessment strategy, Access, Recognition of Prior Learning (RPL), Student Union Collaboration and Learner Retention. In addition to regular meetings of the CUA Presidents, the CUA Steering Committee (Presidents, Registrars, Co-ordinators and Steering Committee Chairman Martin Cronin) met on three occasions since April. The meetings were held in Dublin (27/06/13), Letterkenny (28/08/13) and Galway (23/10/13).

On June 28 2013, the CUA submitted three joint projects in respect of the HEA call for submissions under the Strategic Innovation and Development Fund:

1. Centre of Excellence in Online Learning (CEOL) in line with Para 4.1 of the Call for Proposals "Quality of Teaching and Learning",
2. Access, transfer and progression, in line with Para 4.2 of the Call for Proposals "Access, Participation and Transition",
3. GROW in line with Para 4.3 of the Call for Proposals "Economic Development".

A further submission was made to the HEA on 1 October 2013 to access funding to project manage both the regional cluster and the CUA. The CUA agreed that the 'HEA Mission Based Performance Compacts' sections dealing with clusters, international, research and consolidation should be consistent across each of the Institutes. Agreed objectives and metrics were developed by the CUA and included in each compact. CUA projects underway include the development of on-line delivery of some specialised programmes, summary of CAO programmes 2014-2015, structured research training, opening access to placement and learner recruitment fairs and the development of a CUA website.

Our two partners within the CUA have clarified their positions with respect to Technological University status. IT Sligo has been consistent in its pursuit of this objective since the beginning of the Alliance. GMIT has gone through an extensive internal engagement as well as liaising with Limerick IT as part of the mid-west cluster. The following is the agreed position from GMIT's Governing Body.

*"that a Technological University comprising the four IoTs in the merged cluster would represent a strong coherent entity of significance along the 'Atlantic Corridor' which would ensure that future generations of students and graduates would have access to the full range of internationally recognised awards."*

A similar decision has been taken by the GMIT Academic Council and this is included below:

*"As the Institute is committed to becoming a Technological University (TU), the Institute should move forward with this ambition urgently. The Institute should submit an expression of interest along with the IoTs in the two regional clusters of the West/North West Cluster (GMIT, ITS and LYIT) and the Mid-West Cluster (Limerick IT). In the event that Limerick IT is unable to commit in the short term, GMIT, ITS and LYIT should proceed."*

## 6.2 CUAL – Institutional Repository

A new research resource for students in the NW was officially launched on Tuesday, 18 February 2014, in Killybegs. The resource is the Connacht-Ulster Alliance (CUA) "Institutional Repository" and it combines extensive research material from LYIT, GMIT and IT Sligo.

The research repository contains scholarly output by students and staff and will host, journal articles, theses, monographs, books, book chapters and conference papers. This significant academic resource will also be a platform for showcasing research and theses internationally.

The new name for the Repository is CUAL and it came about as a result of a competition where students were asked to offer suggestions.

### 6.3 *Strategic Innovation Development Fund (SIDF)*

Following a competitive process the HEA awarded funding under SIDF for a number of projects involving the CUA and the West/North West cluster.

In addition, the West/North West cluster has received funding to facilitate the establishment of the cluster and to support the development of shared academic planning and student pathways.

### 6.4 *General Scheme for Technological University Bill 2014*

The above Bill was considered by cabinet on Tuesday, 21 January 2014. The document sets out the roadmap for Institutes of Technology over the coming years, whether applying for technological university status or not. This is a substantial document and is available at <http://www.education.ie/en/The-Education-System/Legislation/General-Scheme-Technological-Universities-Bill-2014.pdf>.

### 6.5 *BIM Corporate Strategy Launch*

The President attended the above event on Wednesday, 17 July. The developing relationship between the Institute and BIM is specifically mentioned within the plan and it is hoped that a Memorandum of Understanding will be signed between both bodies in the coming weeks.

### 6.6 *Safety Technology Limited (STL) Training*

The Wind Energy Centre on our Killybegs Campus has moved one step closer to being a one stop shop for industrial training and education for the Renewable Energy sector in Ireland with the signing of an agreement with Safety Technology Ltd in the UK. As a result of the agreement LYIT's Wind Energy Centre in partnership with STL will be able to offer a range of industrially accredited safety courses in Working at Heights and Rescue, First Aid, Manual Handling and Fire Awareness for the wind industry. The Renewable UK and Global Wind Organisation accredited courses will be embedded into the Wind Turbine Safety Module given to the Springboard students on our Minor Award thereby increasing their employability which is already at an impressive 80-90%.

STL is a leading supplier of Personal Safety Equipment and Training for working at Height and Rescue in the Utility, Telecom and Renewables Sectors. They have a number of similar agreements with other partner colleges both in the UK and USA. Their expertise in trade accreditation and LYIT's in education makes this a fortuitous meeting of minds to build on a vision for the sector for the North West and beyond. It will enrich the provision of courses offered by the Centre and will bring economic benefit to Killybegs in terms of increased footfall as we bring more industrial trainees to the Centre for their bi-annual training and certification.

## 6.7 *New Frontiers Event*

New Frontiers is the name given to the Enterprise Ireland funded National Entrepreneur Development Programme run by Institutes of Technology across Ireland. Last year LYIT and IT Sligo jointly ran a very successful first year of the New Frontiers Programme in the North West.

On 27 September 2013 a New Frontiers Autumn Networking Seminar was held in Donegal Town at which last year's participants received a certificate from Declan Lyons, Senior Manager with Enterprise Ireland, in recognition of their successful completion of the programme.

The Seminar also marked the formal commencement of the 2013 New Frontiers Programme and this year's 10 participants were afforded an opportunity to pitch their business ideas to the invited audience.

Guest Speakers during the Seminar were Paul Hannigan, President LYIT, Gordon Ryan, Head of Development, IT Sligo, and Declan Lyons, Senior Manager, Enterprise Ireland.

Master of Ceremonies was Daniel Browne of Ocean FM and three successful entrepreneurs based in the North West, all graduates of the IoT sector, made inspiring presentations to the new entrepreneurs present, on how they had achieved commercial success internationally.

These presenters were Michael Masterson from Moll Industries, Ian Harkin from Arklu and John MacNamara from Sendmode.

## 7. *Tánaiste at NISP*

On Thursday, 16 January 2014, the Secretary Financial Controller travelled to the Northern Ireland Science Park in Belfast to participate in a visit by the Tánaiste and a number of officials from the Department of Foreign Affairs (Dublin) and the British Irish Secretariat (Belfast). The Chairman and Chief Executive of NISP, Frank Hewitt and Sir Norman Apsley, explained the background and objectives of NISP to the visiting group. The ambitions of LYIT and NISP in respect of the North West Regional Science Park were discussed at length. The risk to the project associated with timelines for drawdown of grants was also discussed.

## 8. *Institute Events*

### 8.1 *MBS Launch*

The Institute successfully recruited the 4<sup>th</sup> cohort for the executive MBS in Innovation and Leadership. The programme is focused on developing the leadership talent of senior managers and targets the delivery of significant business improvement in their participating firms. An integral part of the programme is action learning within the candidate's own workplace, supplemented with the block delivery of a series of masterclass lectures from nationally and internationally recognised experts.

The programme is positioned to develop innovating leaders in the greater northwest area, including Donegal, Derry, Tyrone, Sligo and Mayo. A testament to the proven track record of the programme is that it continues to exhibit very strong demand in challenging economic circumstances, and has expanded its geographical span to include senior managers from Galway, Dublin and Cork.

The participating companies are a mixture of larger FDIs and regionally/nationally based indigenous firms. Currently the executive education programmes at the School (MSc in Innovation Management in the Public service and the MBS in Innovation and Leadership) have supported the development of over 220 senior managers in both the public and private sectors.

## 8.2 Level 3 GAA Diploma

LYIT in conjunction with the Donegal GAA County Board (Mick Murphy Games Development Manager) and the Ulster Council announced the launch of the Level 3 Diploma in Performance Coaching in Gaelic Games. LYIT hosted the course which attracted applicants from Donegal but also Derry and Tyrone. It is the first time that this course has been hosted in Donegal. Indeed, in previous years anyone attending the course from the Northwest would have had to travel to Cookstown on a weekly basis. The standard is extremely high in that all applicants have attained a Level 2 GAA coaching qualification exceeding the minimum entry criteria. All applicants are currently coaching a senior club team or are part of the coaching team for County Development Squad and/or County Minor teams. The entry criteria are:

## 8.3 LYIT Careers and Post Graduate Fair

The LYIT Careers and Post Graduate Fair took place on Monday, 21 October, 2013 in An Dánlann, from 12.00 – 3.00 pm. 68 exhibitors attended on the day.

Exhibitors that participated in the fair were:

8 over 8 Ltd	LYIT Design Dept
ACCA	LYIT Fire Safety Engineering
Accubook Ltd	LYIT/ Careers Department Table
Allergan Pharmaceuticals Ireland	NUI Galway
Allstate Northern Ireland	NUI Maynooth
Aura Leisure Centre	PCQ Recruitment
B9 Energy	Portsmouth University
Best Personnel ltd	Pramerica Systems Ireland Ltd
Bradford University	Queens University Belfast
CCUSA Ireland	Randox Teoranta
Chartered Institute of Management Accountants (CIMA)	River Media Newspapers
CoLab	Safetech
Construction Jobs British Columbia, Canada	SITA Inc Ireland Ltd
CPA-Institute of Certified Public Accountants in Ireland	Society of Chartered Surveyors Ireland
Cpl Healthcare- Pharmacy	Southbank
CV Intro.ie	St Mary's University College, Twickenham
Donegal Business Boot Camp	Tech North West Skillnet
Donegal Volunteer Centre	The Open University
DSP Employment Services/ Eures	Travel bug Ltd
Ecoventi NI	UnitedHealth group
Edge Hill University	University Of Limerick
Emergency Services Training Institute	University of Ulster Magee: Graduate School of Professional Legal Education
Employment Response North West	University of Ulster, Life & Health Science



Engineers Ireland	University of Ulster, School of Built Environment
Enterprise - Rent - A - Car	University of Ulster, Ulster Business School
EU Careers	USIT
Foyle International	Washington Irish Programme
Friary Law	Waterways Ireland
GMIT	Western Development Commission
Gradireland/ Emma Devir (LYIT Student)	Zeus
Institute of Chartered Accountants of Ireland (ICAI)	
LYIT Business Dept	
LYIT Computing Dept	

As part of the Careers and Postgrad Fair, LYIT ran a **CV Clinic** which was staffed by careers colleagues from other organisations on a voluntary basis. A **Jobs Wall** which featured all vacancies that were notified to the Careers Office and Gradireland and EURES was presented.

A series of careers related **seminars** on the following topics were organised:

- Teaching in the UK – update on changes
- Careers in Accountancy – a joint presentation by the major accounting bodies
- Issues to consider if you intend working abroad
- Effective Presentation – tricks of the trade
- Using Linked In to promote your Career
- Dress to impress for success

The event was advertised through a variety of media including class visits to notify students of the event, Facebook, email, Radio (Highland/I 102 and Raidió na Gaeltachta), posters. Feedback from exhibitors has been positive.

#### 8.4 Visit to USA/Canada

The President and Head of Development visited the USA and Canada from 12 to 20 November. A detailed report is attached at appendix 7. There are a number of interesting opportunities arising from this.

#### 8.5 IOTI Chair

The President will take on the role of Chairing the Institutes of Technology Ireland (IOTI) for 2014. IOTI is the representative group for all IT's in the Republic of Ireland with the exception of DIT.

#### 8.6 Women in Technology

The Department of Computing hosted a *Women in Technology* event on Friday, 29 November. The event was aimed at female secondary school pupils to instil in them an interest in considering a career in the Technology sector. The key note address was delivered by Ms Caroline Faulkner, CEO of Pramerica to 270 female pupils from schools including Finn Valley College Stranorlar, St. Mary's College Derry, Oakgrove College Derry, Loreto College Letterkenny, Donegal VEC, Rosses Community School, Deelee College Raphoe, Killybegs Community School, Moville College, Thornhill College Derry, St. Cecilia's College Derry, Crana College Buncrana, Scoil Mhuire Buncrana and 17 of our Access students from LYIT. This large group was split into 9 smaller groups and further presentations were given by speakers from Pramerica, SITA and ERNACT in the form of a 'speed dating'

session. Many of the presenters were graduates from the Department of Computing at LYIT. Schedule attached in appendix 8.

#### *8.7 Transition Year Programme 2014*

The School of Science hosted its annual Transition year programme from 20 – 23 January 2014. Fourteen secondary schools including Loreto Letterkenny and Milford, Gairnscoil Chu Uladh, Crana College Buncrana, Finn Valley Stranorlar, Rosses Community School, Moville College, Mulroy College, St. Columba's Glenties, St. Catherine's Killybegs and St. Joseph's Derry participated. Each school got a flavour of courses in Computing, Nursing and Health Studies, Science and Engineering and were engaged in practicals in these areas. Feedback from both teachers and students was very positive.

#### *8.8 Sports Scholarships*

Thirteen Sports Scholarships were awarded recently by the Institute's President, Paul Hannigan. Among those selected for the €1,400 award were:

Aine Fagan (GAA), Anthony Thompson (GAA), Conor Parke (GAA), Cory Gallagher (GAA), Donagh O'Callaghan (Rugby), Evelyn Boyle (Triathlon), Lisa Shiels (Athletics), Rosemary Doherty (Boxing), Ryan Curran (Soccer), Ryan Mangan (Hurling), Shane Buchanan (Soccer), Shannon McDonald (Soccer) and Shaun Wogan (Basketball).

The Awards were presented at a lunchtime reception in the Radisson Blu Hotel on Monday, 24 February 2014. The Awards were introduced by Paddy Gallagher, Sports Officer, who complimented the efforts of all applicants and confirmed that all successful applicants had reached the required academic standards in their respective courses and had been referred to the final stage for award.

Paul Hannigan, President, highlighted the Institute's achievement at reaching national finals in GAA, Hurling and Soccer categories. He noted the high standard and performance ability of the Institute's sports people and complimented their efforts to date, on behalf of the Institute. The scholarship awards were presented, by Brian McElwaine, Student Union President, to all of the recipients. The Student Union President underlined the need to support students in their ongoing sporting endeavours, while at the same time meeting all their academic requirements at the Institute.

#### *8.9 Sports Awards*

The Annual LYIT Clubs and Societies Awards evening took place on Thursday, 3 April, in the Radisson Blu Hotel, Letterkenny. Among the awards for presentation were the Most Outstanding Club Member, Leadership Award, Best Society, and the Civic, Charity & Community Engagement Award, an award which is now highly regarded in third level education circles, and is awarded in recognition of the club that best displayed their skills in linking with the community.

Club Scholarships were also presented to 7 successful candidates selected from 33 applicants, each of the winners, who lead their clubs and their organisation with distinction, received a scholarship worth €1,400. The funding will assist the winning recipients in progressing their studies.

#### *The Winners:*

1. Most Outstanding Club Member 2014: Riadh Egan, Canoe Club
2. Award for Civic, Charity and Community Engagement 2014: Gaisce Society
3. Leadership Award 2014: John Mc Clean, Gardening Club

#### 4. Best Society 2014: LGBT Society

##### *Scholarship Winners 2014:*

1. Maria McBride, Law Society
2. Ian Smyth, LGBT Society
3. Hugh Hunter, Canoe Club
4. Gearoid Maguire, Android App Society
5. Conor Boyd, Gaisce Society
6. Riadh Egan, Canoe Club
7. Kevin Carter, LGBT Society

##### *Sports Awards 2014:*

1. Individual Sports Star Award 2014: Danny Tourish
2. Team of the Year 2014: Ladies Soccer

#### 8.10 *Architectural Technology Showcase*

The BSc in Architectural Technology Showcase 2014 opened on Friday, 16 May. Duncan Stewart, Architect FRIAI, Director of Earth Horizon and Environmentalist opened the show with an enlightening lecture on the realities of climate change to a packed lecture theatre. The lecture was attended by a broad range of lecturers, students, technical staff as well as a visiting school group.

The exhibition showcases graduate student project work across the Department. With the emphasis on graduation portfolio, all architectural technology students presented drawings, physical and computer models in the architectural studios and display space. Duncan viewed the architectural work and held discussions with the Sustainable Construction Management students about their project poster presentation. BSc (Hons) Fire Safety Engineering Projects and a range of drawings from the final year Building Services and Renewable Energy Projects were also on display. Invitees include graduates with their families and friends.

Of interest this year was a presentation of the results of a 2<sup>nd</sup> year Civil Engineering group project where students made and strength tested concrete mixes replacing various percentages of Portland cement by pulverised sea shell, a by-product of the shellfish industry. The material was supplied by **Earagail Eisc Teoranta Ltd/ Errigal Seafood Ltd** and the research project was directed by *Catherine Lynch PhD ChiBio-FP7*. Shane McGee of Errigal Seafood was also in attendance. The exhibition ran until 16 June, being viewed by external examiners and visiting panel. .

#### 8.11 *Design Graduate Exhibition*

On Tuesday, 10 June saw the opening night of the Graduate exhibition for students from the Department of Design and Creative Media. For the first time, the exhibition was held off-campus at the Regional Cultural Centre and a large crowd was there to view the work from the varied disciplines within the Department. The work on display included projects as diverse as a bedside light designed to help with a fear of the dark based on the drawings of Dr Seuss and a cinematic trailer for a computer game 'The Immortal Glen' developed for Diligent Games, one of the start-up companies based in the CoLab. The Graphic Design students redesigned the LYIT website and re-branded the Department of Design & Creative Media while the Visual Communication students created their own design identities as well as showcasing their best projects from the year.

The show featured work of 78 students from the BA in Product Design, BA & BA (hons) in Digital Media Design, BA in Graphic Design, BA (hons) in Visual Communication and MA in Motion Graphics.

This year the Department of Science hosted the Scifest competition on Friday 9 May. Scifest is a series of one-day science fairs for second level students hosted in schools and at regional level in Institutes of Technology. The aim of the project is to encourage a love of science, technology and maths through active, collaborative, enquiry-based learning and to provide a forum for students at local, regional and national level to present and display their scientific investigations. At the LYIT event this year a record total of 58 projects were submitted from schools in Donegal, Derry and Monaghan. The winners of the various categories are shown in appendix 9.

## **9. Visitors**

### *9.1 Engineers Ireland Visit*

Engineers Ireland (the professional body for engineering in Ireland) has recently accredited five programmes, within the School of Engineering, at Associate Engineer level.

The accreditation process is an evidence-based analysis of the outcomes and standards achieved by programme graduates, relative to the criteria set down by Engineers Ireland. These criteria cover programme elements such as maths, science and engineering practice in addition to transferable skills such as communications and team working. Over the two day visit, on 21<sup>st</sup>/22<sup>nd</sup> November 2013, twelve visiting experts examined student assessment and exam work from previous years and met with staff, employers, graduates and current students.

The visiting panel were complimentary of the facilities and the enthusiasm and professionalism of staff at LYIT. The panel were also impressed by the positive feedback from employers and graduates regarding the quality and relevance of programmes.

In addition to meeting the educational requirements for membership at Associate Engineer level in Ireland, an international agreement provides for similar recognition of these programmes in a number of partner countries abroad.

### *9.2 Frank Hewitt Visit*

Mr Frank Hewitt, Chairman of Northern Ireland Science Park (“NISP”), visited LYIT for the first time on Thursday, 30 January 2014. The President, SFC and Head of Development briefed Mr Hewitt on the history of the Institute in terms of provision of education, regional development and achievements in the area of cross-border collaboration.

Mr Hewitt proposed to build on the LYIT/NISP relationship that there should be reciprocal hosting of board meetings. In the first instance it is hoped that the Chairman, Fintan Moloney can visit NISP in the short term.

### *9.3 Minister Bruton’s Visit*

On Thursday, 1 May, the Minister for Jobs, Enterprise and Innovation, Richard Bruton, TD visited CoLab to meet with client companies and research students.

#### 9.4 *Taoiseach, Enda Kenny, TD Visit*

An Taoiseach, Enda Kenny, TD visited the Institute on Monday, 12 June to turn the sod for the North West Regional Science Park building. This was a significant event with an extensive range of stakeholders in attendance. There was a particularly strong contingent from Northern Ireland given the nature of the project.

#### 9.5 *Minister Coveney Visit (Killybegs)*

On Friday, 9 May, Simon Coveney TD, Minister for Agriculture, Food and the Marine visited Letterkenny Institute of Technology's, Killybegs Campus. The purpose of the visit was to announce a number of major developments for the campus and Killybegs Harbour. The Minister acknowledged the work done by the High Level Group he set up in 2011 to develop Killybegs Harbour and Region. The Minister recognised the public private partnerships that had been developed to enhance the wind safety programmes that have been delivered and accredited by Renewable UK and the Global Wind Organisation.

LYIT and Safety Technology LTD entered into a strategic agreement to work together to supply Renewable UK (RUK) and Global Wind Organisation (GWO) approved wind safety training from the Wind Energy Centre in Killybegs last year. The LYIT Wind Energy Centre at Killybegs was audited and approved on 15 April, 2014 by RUK and as a result LYIT will be the only location in Ireland with the required technology and expertise to deliver RUK/GWO approved safety training courses and technology modules from their Wind Energy programme to both students and industry partners.

The Ireland Biomass Initiative announced by Minister Coveney will make a significant contribution to the supply chain for Biomass in the region. It will facilitate the growth of the sector and will further enhance the security of supply of another renewable source of heat for Ireland. Killybegs Harbour is the port of choice for Phyto-Charter (USA) to enter the Biomass supply chain for the Irish and UK markets. This is extremely significant in terms of both the renewables heat and electricity objectives set out by EU 2020 objectives and also the potential for job creation in the region. John Boyle, Killybegs Stevedores, the Donegal partner, estimates that this project will create 18 jobs in the port and a further 20 jobs in transport of the wood chip from the port to the clients.

#### 9.6 *Mexican Ambassador's Visit*

The Ambassador of Mexico, Carlos Garcia de Alba, visited the Institute on Thursday, 8 May.

#### 9.7 *Biomarine Ingredients Ireland Launch*

On Friday, 9 May, 2014 Simon Coveney TD, Minister for Agriculture, Food and the Marine attended an information launch by Biomarine Ingredients Ireland (BII) of their plans to build the largest marine food ingredients plant in the world in Killybegs, Co. Donegal. The President and Head of School of Tourism attended the launch event. The proposed joint venture by Killybegs Fishermen's Organisation (KFO) and Norwegian firm Biomarine Science Technology (BST) will, subject to planning permission, State Aid, and the approval of Enterprise Ireland, create up to 50 jobs during construction.

A further 70 jobs will be created when full production commences at the end of 2016. The plant will extract high-end proteins, oils and calcium from fish for use as food ingredients and will initially have the capacity to process up to 50,000 tonnes of raw material annually. Killybegs is seen as the perfect location for this new facility, with Ireland's 70% share of the EU quota for boarfish, the main input raw material for this new venture, and with KFO members landing 40,000 tonnes of this species in 2013.

Members of the Norwegian Company BST and their KFO partners met with members of LYIT's Executive Board on Monday, 12 May to discuss the BII project. On May 13, 2014, the Head of School of Science and the Head of School of Tourism met with Sean O'Donoghue (CEO, KFO) to discuss potential projects between LYIT and KFO/BII.

#### *9.8 Meeting with the Department of Foreign Affairs*

On 13 May, the President was invited to a dinner in Derry hosted by the Department of Foreign Affairs. This Department has been extremely proactive in cross border engagement over recent months and has been very supportive of Institute initiatives.

#### *9.9 Malta Institute*

A delegation from the Malta Institute of Tourism Studies (ITS) paid an official visit to the Letterkenny Institute of Technology (LYIT) on the 3rd June 2014 following a series of staff and student exchanges during 2013/14. The main objective of the delegation was to establish closer links between the two institutions, to identify major areas of cooperation and to take the first steps in formalising our relationship through the signing of a memorandum of understanding (MoU).

The development of this relationship has been principally led out from the School of Tourism by Ciaran O'hAnnrachain, Head of Department of Hospitality and Tourism and supported by Dr Lynn Ramsey, Head of Department of Law and Humanities, School of Business. ITS was represented by Dr Ernest Azzopardi, Chairman of the Board of Governors (BoG), Mr Joseph Bonello, Deputy Chairman (BoG), Mr Vincent Zammit, Head of Department of Tourism Studies and Mr Mario Sammut, Lecturer in F & B.

It was noted that the two institutions have shared educational values and communalities in their development, and provision/delivery of vocational, professional and academic programmes in Tourism and Hospitality. LYIT and ITS are looking to encourage and promote co-operation in the following principal areas:

- Degree completion opportunities at the Irish Institutes for staff of ITS
- Professional development of faculty and administrative staff (to include access to the Masters in Learning & Teaching approved in the Irish system)
- Faculty, student and administrative exchanges through Erasmus +
- Partnerships in innovation and applied research, including potential for joint research
- Recruitment of International (Non-EU) students

### **10. Conferences/Seminars**

#### *10.1 CoLab Conference - Future of ePublic Services in the Atlantic Area*

On Thursday, 23 January 2014, the ERNACT Network across Europe, in cooperation with the Atlantic Forum of the European Commission of the Peripheral and Maritime Regions, hosted a workshop at CoLab with the intention of identifying the Digital Agenda needs of Europe's Atlantic Regions.

This first stage of the identification process focussed on the digital needs of the Public Sector including Big Data, Ubiquitous Computing, Open Innovation and Social Media.

The key themes discussed within the various working groups on the day included Strategy, Application and Participation.

Thirty people from several countries attended the workshop which was addressed by Brian Boyle, Head of Information Services at Donegal County Council, Jane Morgan, Deputy Director, Digital Public Services, Scottish Government, Pascal Romain, Conseil General de La Gironde, France, Deirdre Lee, Researcher, INSIGHT and Ellen Cavanagh, Head of Corporate Administration and Performance Improvement, Derry City Council. The next workshop in the research study takes place in San Sebastian, Spain, in February.

#### *10.2 Irish Student Health Conference*

The 2014 National Student Health Conference took place on 11 - 12 April at the Radisson Blu Hotel Letterkenny.

This is the third time this national event has been hosted by LYIT Student Health Service, bringing together all doctors, nurses and administration staff involved in providing healthcare to third level students throughout Ireland.

This year we had representation from 15 of the third level colleges and the feedback was very positive.

Delegates attended a variety of interesting, thought-provoking talks from leading authorities in the areas of health promotion, chronic disease management, and stress management.

Nurse Hannah Glackin, LYIT, was elected President of the Irish Student Health Association which aims to work collaboratively with the Health Services in the third level institutions towards developing best practice in healthcare for all students in this sector.

#### *10.3 Education and Training Board (ETB) Seminar*

The President was invited to speak at a Donegal ETB Management Seminar entitled “What we do is what we are...” on Friday, 21 March. This was a useful exercise in engaging with the management team of the emerging Donegal ETB and we look forward to an ongoing working relationship.

#### *10.4 Donegal County Council Conference*

On Thursday, 8 May LYIT/CoLab hosted 75 delegates at the Donegal/Massachusetts Economic/Enterprise Development Seminar.

Speakers included Seamus Neely Donegal County Manager, Minister of State Dinny McGinley TD, Finola Cunningham Head of Commercial Services US Embassy Dublin, Jon Mahoney Director Boston Irish Business Association, Anne Burke VP Economic Development Council of Western Massachusetts, Tim Murray President and CEO Worcester Regional Chamber of Commerce, and Dawn Creighton Western Massachusetts, Regional Director Associated Industries of Massachusetts.

This initiative is the latest in the ongoing transatlantic collaboration between the NW Region of Ireland and the State of Massachusetts.

The strategic international partnership will be strengthened further later this year with the visit to Donegal of Massachusetts State Senate President Terese Murray to accept the Tip O’Neill Diaspora prize from President of Ireland, Michael D Higgins in September, followed then by the Golden Bridges Conference in Boston in October.

#### 10.5 *Wellington Group Conference, Edinburgh*

On the invitation of the Chief Executive of the HEA, Tom Boland, the President as Chair of IOTI attended the above conference on 22 and 23 May. This conference brings together the higher education funding agencies from Ireland, England, Scotland, Canada, Australia, Hong Kong, United States and New Zealand. This was a very informative meeting organised in a round table format and it was extremely useful to have access to the various discussions.

#### 10.6 *IT Chaplains Conference*

Letterkenny IT hosted this year's Conference of IT Chaplain's from 27-29 May, at the Castlegrove Hotel and also on campus. Fifteen chaplains from the various Institutes of Technology attended. Matters discussed included the pastoral care of non-Christian students and staff, the difficulties encountered in finding clergy to fill full-time chaplaincy positions and our experiences of the several alliances being formed among ITs across the country. The conference speaker was Father Godfrey O'Donnell of the Romanian Orthodox Church, who was engaged to speak about the Orthodox Churches' presence in Ireland today, the demographics of their membership, and the particular issues relating to their pastoral care as students and staff in our colleges. The main meal of the event, the President's Dinner, was generously hosted by Paul Hannigan who both attended and addressed the chaplains, all of which was sincerely appreciated by those present.

#### 10.7 *IBEC Event*

On Thursday, 29 May the Institute hosted an IBEC event entitled "Making the North West Work". The programme for the meeting is attached for information (appendix 10).

#### 10.8 *ChiBio Conference*

The ChiBio-FP7 consortium meeting was held in Letterkenny Institute of Technology, on Thursday 12 June 2014. Researchers from the 11 Members of the ChiBio project along with LYIT came from the Fraunhofer IGB (Germany), the University of Munich (Germany), the Norwegian University of Life Sciences (Norway), Apronex s.r.o (Czechoslovakia), Evonik Industries AG (Germany), Clariant (Switzerland), PT Biotech Surindo (Indonesia), Institut National des Sciences et Technologies de la Mer (Tunisia) and Errigal Seafood (Donegal). The ChiBio project aims to exploit the crustacean biowaste and generate high value products for the polymer industry. The ChiBio project is funded by the European Commission within the Seventh Framework Program; Grant agreement No. 289284.

#### 10.9 *Heads of School of Business and Humanities (IOTI) Strategy Seminar*

LYIT hosted this conference on behalf of IOTI. This forum and strategy seminar presents an opportunity for the relevant Heads of School from across the Institutes of Technology to address and consider issues nationally and of strategic importance, and is structured to share best practice and also to develop sectoral positions which can be communicated to the HEA and other stakeholders within the Higher Education sector. The strategy seminars addressed the following themes; 21st century Challenges facing Schools/Faculties of Higher Education: Back to the Future, Enterprise and Community engagement in Higher Education and Development of research sustainability/ competencies for Business and Humanities. The guest speakers included Professor Peter Kawalek from Manchester Business School and Tim Conlon, Head of Enterprise Engagement at the HEA. The Chair of the Heads of School of Business and Humanities group for 2013/14 is Michael Margey Head of School of Business at LYIT.



## **11. Miscellaneous**

### **11.1     *A Taste of Donegal Food Festival***

The President attended the official opening of the Taste of Donegal Food Festival on Friday, 23 August. The School of Tourism was actively involved in the fair adjudicating on the various stands presenting at the fair and a prize was presented on the Sunday morning.

### **11.2     *Royal & Prior Prize Giving***

The President was the guest of honour at the Royal & Prior, Raphoe prize giving on Friday, 4 October 2013. This was a most enjoyable occasion and continues the very strong ties being established between LYIT and the Royal and Prior.

### **11.3     *Derry Chamber Annual Dinner***

The Chairman, President and Sec/Financial Controller attended this event on Friday, 18 October 2013. The Institute through the NWRSP was one of the corporate sponsors of the event which was attended by An Tánaiste, Eamon Gilmore, TD, Minister for Foreign Affairs.

### **11.4     *Cross Border Orchestra***

The Institute as part of the Gathering in County Donegal hosted “the Peace Proms” in the Institute on Saturday, 26 October 2013 featuring the Cross Border Youth Orchestra. This was a significant event with mass participation from primary school children across the county. Paddy Harte, Chairman of the Gathering was instrumental in making this happen.

### **11.5     *Letterkenny Chamber of Commerce Dinner***

On Friday, 8 November 2013, Letterkenny Chamber of Commerce hosted its Annual Awards Dinner in the Radisson Hotel.

Over 200 people attended the well supported event and LYIT/CoLab sponsored the Best Start Up Award, which was won by Watson's Menswear.

LYIT/CoLab were well represented among the nominees on the evening and two CoLab clients, SafeTech and Sendmode both won their categories, Business Excellence and Best in Export Markets respectively.

### **11.6     *U-Multirank Advisory Board***

The President is the Eurashe representative on the above advisory committee. The output from this work will be a website which allows individual students to compare the performance of different higher education institutions under particular criteria.

### **11.7     *ETB Adult Learner Fair***

The ETB Adult Learner Fair took place on Wednesday, 22 January in the Mount Errigal Hotel.

#### *11.8 Donegal Age Friendly Alliance*

The President has been asked to participate in this alliance by Donegal County Council. It is likely that the Institute will be an important stakeholder in delivering this project.

#### *11.9 Dyslexia Presentation*

The President attended the annual awards ceremony for the Letterkenny Branch of the Dyslexia Association of Ireland on Monday, 28 April, in the Institute.

LYIT has a proud history of supporting this initiative over the years and it provides excellent opportunities for students with dyslexia to improve their performance at school.

#### *11.10 Enterprise Board Meeting*

The Institute hosted a meeting of the Enterprise Ireland Board on Tuesday, 8 April. The President and Chairman met with the Chairman of Enterprise Ireland, Terence O'Rourke and the Chief Executive, Julie Sinnamon over breakfast. A profile of LYIT was presented and opportunities for further engagement were discussed.

Following the meeting the Board members met with some of the CoLab client companies as well as WiSAR – Technology Gateway Centre.

A lunch was hosted by Enterprise Ireland in the Mount Errigal Hotel for Enterprise Ireland client companies where the President was asked to address the group.

#### *11.11 Milford Community School Awards*

The President was invited as the special guest to the above event on Monday, 19 May. This was a very special occasion for the school, recognising pupils' achievements from the 2013/14 academic year.

#### *11.12 Colaiste Ailigh Awards*

The Institute continues to sponsor the Science Awards at the Colaiste Ailigh Awards Ceremony each year. The President attended what was the college's first presentation ceremony in their new school on Thursday, 29 May.

#### *11.13 SIAC*

Following the appointment of Mr Michael McAteer of Grant Thornton as interim examiner of SIAC Construction Limited and related companies in October 2013, traffic lights at the LYIT/Port Road junction were removed by a subcontractor on 29 October 2013. Following extensive discussions and negotiations involving SIAC, the subcontractor and LYIT, and their legal representatives, the lights were reinstated on 20 November 2013.

The Institute is engaged in ongoing discussions with SIAC regarding minor defects on the car park construction project, the landscaping works to be completed under the terms of the contract, the Safety File containing all necessary information for the maintenance and future extension of the car park and the impact of examinership on bonds and guarantees issued as part of the project.

# **APPENDIX 1**

## **Development of Strategic Plan 2014-2017**



## Development of Strategic Plan 2014-2017

The aim is to complete the successor to *Strategic Plan 2007-2013* for the beginning of May 2014. An initial piece of work will focus on determining the successful and less successful aspects of the existing plan and its implementation. Phase two will encompass a review of current best practice in formulating and implementing higher education strategic plans. The third phase of the preparatory work will include an environmental scan to determine what should be addressed in the new plan and include a review of international, national and regional policy documents. This third phase will also focus on future higher education needs and most importantly include engagement with internal and external stakeholders to capture their input. This new plan will be shaped to achieve close coordination with the roll-out of the HEA's Mission-based Performance Compacts and Strategic Dialogue processes.

In respect to strategic planning, the *Institutes of Technology Act 2006* empowers the Governing Body of each Institute to require the President to prepare a strategic plan for the Institute, to approve this plan, and to provide a copy of it to the HEA and the Minister for Education and Skills. The Academic Council and Executive Board will be asked to support the development of *Strategic Plan 2014-2017*. A small Steering Group will be established to help with identifying best practice, capturing relevant data, coordinating consultations, and with drafting various elements of the emerging plan. Updates will be provided to the Academic Council at each meeting and there will be on-going dialogue with the AC's Planning Committee.

*Strategic Plan 2007-2013* was aligned with national and regional policy strategies and in particular the *National Development Plan (NDP) 2007-2013*. New mission, vision and values statements were drafted for *Strategic Plan 2007-2013*:

### Mission:

*To continuously develop as an academic institution of international repute, serving regional and national needs and pursuing, in a collaborative fashion, an ambitious progressive agenda that delivers on the aspirations of its vibrant Institute population and its external stakeholders.*

### Vision:

- *To be the higher education institution of choice for a wide spectrum of learners on a broad range of employment-focused, high quality education and training programmes delivered in a supportive and increasingly innovative learning environment.*
- *To make a major contribution to the development of the region in partnership with stakeholders through the exploitation of research, innovation and enterprise.*

### Values:

*In achieving its mission Letterkenny Institute of Technology is committed to continue to -*

- *pursue an ambitious development agenda which will see continued growth in learner numbers, an enhanced portfolio of programmes and increased Institute capacity*
- *improve the quality of programmes and the opportunities they offer learners*
- *strengthen Institute competitiveness through innovation and change in partnership with staff*
- *maintain and develop the learner-centred ethos through working in conjunction with learners*
- *work determinedly to meet relevant national policy objectives*
- *consult and co-operate with stakeholders in our region to tailor service to meet their needs and the development of the region*
- *enhance provision through collaboration with other higher education providers on an all-island basis.*

*Strategic Plan 2007-2013* grouped activity focused objectives into four strategic domains of *Teaching and Learning*; *Learner Experience*; *Research, Innovation and Enterprise* and *Institute Capacity*. Objectives set out under Teaching and Learning encouraged more flexible approaches to teaching and assessment, development of teaching materials, use of technology and further support for lecturers including pedagogical support. In addition, these objectives addressed reviewing programme provision, improving programme delivery in light of learner feedback, utilising links with relevant external bodies to inform programme development and the further enhancement of language education.

*Learner Experience* encompassed objectives that focus on providing good quality teaching and learning facilities and having appropriate learning support and Student Services in place to enable learners manage their own learning. Also included were objectives related to supports in place to facilitate the personal development of learners through social/cultural and sporting activities, provision of skill development opportunities and the recognition of academic and non-academic achievement.

The *Research, Innovation and Enterprise* domain emphasised the need to formulate an ambitious research strategy to build on existing research groupings, encourage more academic staff to become research active and research supervisors, strengthen research planning at School level and to develop quality assurance procedures to cover postgraduate research activity. Objectives in relation to innovation and enterprise related to meeting the needs of business and industry in the region, incorporating enterprise development elements on relevant programmes, further developing the Business Development Centre, and by leading initiatives in the region on workforce development.

Objectives listed under *Institute Capacity* related to capturing additional funding, inter-institutional sharing of resources, examining resource allocation within the Institute and interfacing with the processes of the HEA. Additional objectives regarding capacity addressed protecting the good name of the Institute, leading the region's response to relevant national policy objectives, providing for the proper integration of TCK, and aligning staff development with Institute strategy.

In completing the Draft Mission-based Compact for 4 October 2013 every effort was made to identify key performance indicators (KPIs) that are representative of core Institute activity and in keeping with the changes envisaged in the implementation of the Higher Education Strategy. LYIT had commenced tracking some performance indicators to assess progress on initiatives set out in *Strategic Plan 2007-2013*, however, it is recognised that these processes will have to be further bolstered in *Strategic Plan 2014-2017* for the continued implementation of the Mission-Based Compact process.

A possible structure for the *Strategic Plan 2014-2017* involves a hierarchy of Goals, Objectives and Actions. This structure allows for assessing progress towards achieving the broadly defined Institute Goals via a number of well defined Objectives which in turn are satisfied through the completion of clearly set out Actions. KPIs aligned with the Actions would be articulated in the plan to ensure that appropriate processes are in place for verification that the required Actions are undertaken. Improving Institute processes for implementation of the new strategic plan and visibility across the Institute in regard to progress on implementation will be a significant focus of the new planning process.

Five initial domains for the development of objectives for *Strategic Plan 2014-2017* have been identified and these groups are Collaboration; Teaching and Learning; Student Experience; Research, Innovation and Enterprise; and Sustainability. The table below sets out how these tentative groupings match the elements in the Mission-based Compacts.

Table 1 Mission-based Compact Elements and LYIT Strategy 2014-2017 Initial Groupings

<b>Mission-based Performance Compact Elements</b>	<b>LYIT Strategy 2014-2017 Initial Groupings</b>
1. Regional Clusters	a. Collaboration
2. Excellent teaching and learning and quality of the student experience	b. Teaching and Learning
	c. Student Experience
3. High quality, internationally competitive research and innovation	d. Research, Innovation and Enterprise
4. Enhanced engagement with enterprise and the community and embedded knowledge exchange	
5. Enhanced internationalisation	
6. Consolidation	e. Sustainability

## **APPENDIX 2**

### **Strategic Planning Staff Seminar**

#### **Agenda**



# **STRATEGIC PLANNING STAFF SEMINAR**

**FRIDAY, 24 JANUARY 2014**

Chair of Session – Mr Fintan Moloney, Chairman, Letterkenny IT

9.30 am	Mr Tom Boland, CEO, Higher Education Authority
10.10 am	Professor Philip Nolan, President, NUI Maynooth
10.50 – 11.15 am	Coffee
11.15 am	Dr Mary Fleming, Head of School of Education, NUIG
11.55 am	Paul Hannigan, President, LYIT
12.30 pm	Questions & Answers
1.15 pm	Lunch



## **APPENDIX 3**

### **Draft LYIT Mission-Based Performance Compact**





lyit

Institiúid Teicneolaíochta Leitir Ceannainn  
Letterkenny Institute of Technology

# Draft Mission-based Performance Compact

*between*

Letterkenny Institute of Technology

*and*

The Higher Education Authority

Date: 4 October 2013

**HEA** | HIGHER EDUCATION AUTHORITY  
AN tÚDARÁS um ARD-OIDEACHAS

## Context

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This Compact is an agreement between the Higher Education Authority and Letterkenny Institute of Technology and is the outcome of a process of strategic dialogue between the two bodies.

The purpose of strategic dialogue is to align the missions, strategies and profiles of individual higher education institutions with national priorities, and to agree strategic objective indicators of success against which institutional performance will be measured and funding allocated.

This Compact demonstrates a shared sense of the balance that is required between institutional autonomy and public accountability and a recognition that a diverse range of strong, autonomous institutions is essential for the overall higher education system to respond effectively to evolving and unpredictable societal needs.

The Compact recognises that Letterkenny Institute of Technology is an autonomous institution with a distinctive mission, operating within a regional, national and international higher education environment.

The Compact recognises that there is a tension between providing a transparent framework of public accountability for performance in relation to funding, and risks of unintended behaviours related to measurements. It addresses this tension by requiring higher education institutions themselves to propose the qualitative and quantitative indicators against which their performance should be assessed by the Higher Education Authority.

The purpose of this Compact is to provide a strategic framework for the relationship between the Higher Education Authority and Letterkenny Institute of Technology. It sets out how Letterkenny Institute of Technology's mission and goals align with national goals for higher education.

By detailing HEA funding commitments and reciprocal Letterkenny Institute of Technology commitments, this Compact also contributes to creating a transparent and accountable system of administration of State funding. To support this purpose, the Higher Education Authority and Letterkenny Institute of Technology agree that this Compact will be published.

### ***The principles of State funding support***

The principles under which State funding for higher education is provided are:

- Institutional autonomy balanced with public accountability for high quality outcomes; and
- Core funding allocations that are predictable, fair and transparent, and that provide reasonable stability from year to year and in which funding follows the student.

# Contents

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	Page
<b>1. Establishment of the Compact</b>	<b>33</b>
Provides for the establishment of the Compact and its term, and for the Higher Education Authority to inform Letterkenny Institute of Technology of any actual or prospective changes to policy.	
<b>2. Performance Funding Framework</b>	<b>34</b>
Sets out the Performance Funding Framework within which the HEA will allocate performance funding to Letterkenny Institute of Technology.	
<b>3. Mission and Strategy Statement</b>	<b>35</b>
Includes a statement of Letterkenny Institute of Technology's mission and strategy.	
The Letterkenny Institute of Technology also agrees to inform the Higher Education Authority of changes to its mission and profile.	
<b>4. Current and Planned Profile</b>	<b>38</b>
Contains the current profile 2010/11 (as supplied by the HEA) and the planned profile 2016/17 completed by the Letterkenny Institute of Technology.	
<b>5. Development Plans and Objectives</b>	<b>13</b>
Sets out Letterkenny Institute of Technology's development plans and objectives using standardised templates. These development plans / objectives <i>must</i> be taken from the institution's own properly formulated strategic plan. The quality of the institution's strategic planning process will be evaluated.	
<b>6. Annual Compliance Statement</b>	<b>40</b>
As the strategic dialogue process develops, the HEA will take into account ongoing compliance of institutions.	
Where significant or urgent compliance issues arise, they will be discussed as part of the strategic dialogue in 2013.	
<b>7. Agreement</b>	<b>41</b>
Contains confirmation of the agreement between the HEA and Letterkenny Institute of Technology, to be signed upon conclusion of the strategic dialogue process.	
<b>Appendices</b>	<b>42</b>
Includes additional material supplied by Letterkenny Institute of Technology, including details of how objectives might be objectively verified.	



# 1. Establishment of the Compact

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The Higher Education Authority and Letterkenny Institute of Technology agree that:

- This Compact consists of this document and the accompanying current and planned profiles
- The term of this Compact is from 1 January 2014 to 31 December 2016 unless terminated earlier by agreement.

Letterkenny Institute of Technology acknowledges that policy underlying some or all of this Compact is subject to review by the Minister for Education and Skills or by the Higher Education Authority from time to time. The Higher Education Authority and Letterkenny Institute of Technology agree that if changes need to be made to the Compact because of such a review, the Higher Education Authority will notify Letterkenny Institute of Technology of this in writing and will consult with Letterkenny Institute of Technology accordingly.

Some or all of the funding arrangements may be updated from time to time. Either party may propose changes to this Compact at any time.

## 2. Performance Funding Framework

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Higher education Performance Funding will provide incentives for higher education institutions to improve overall performance in accordance with their own strategies and with their place in the overall system.

Performance Funding will be allocated based on performance against agreed targets and indicators of success proposed by the institution across a range of outcome domains. The targets and indicators of success must be agreed in strategic dialogue with the HEA. The intention is both to improve the performance of the institution in key areas and to steer the institution closer to its agreed mission and profile and to its position in the overall higher education system. The degree of challenge and of realism inherent in the targets proposed will be evaluated and discussed in strategic dialogue.

The Higher Education Authority and Letterkenny Institute of Technology agree to review annually the effectiveness of implementation of the strategies and goals for achieving the agreed national and institution outcomes.

As a condition of Performance Funding, in accordance with this agreement, Letterkenny Institute of Technology must:

- Agree performance targets as outlined in section 5 below
- Supply performance data to the Higher Education Authority for the relevant indicators
- Achieve the relevant targets agreed.

The assessment of progress against the agreed indicators of success and the allocation of Performance Funding against them will be notified annually to Letterkenny Institute of Technology.

### 3 Mission and Strategy Statement

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Letterkenny Institute of Technology's mission and strategy sets out its values and aspirations, what it does and how it can best serve the interests of its students, staff and key stakeholders. The Higher Education Authority and Letterkenny Institute of Technology acknowledge that Letterkenny Institute of Technology's mission and strategy may evolve.

Letterkenny Institute of Technology and the Higher Education Authority recognise that Letterkenny Institute of Technology is an autonomous institution that is responsible for determining its mission, its aspirations and its strategies for their achievement.

However, the Higher Education Authority must ensure that together the missions and profiles of the different institutions will lead to overall coherence of the higher education system as a whole and to completeness, ensuring that national needs are being met and without unnecessary duplication.

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Enter your mission and strategy statement here.

LYIT has a clear, ambitious, and consistent strategic vision and stands apart from other HEIs in terms of its distinctive mission and its commitment to the border region it serves. LYIT strengths are strong regional engagement, flexibility in meeting national policy objectives, broadening higher education participation, quality of programmes delivered, and the excellent standing the Institute has with students, alumni, enterprise and other regional stakeholders.

LYIT's *Strategic Plan 2007-2013* was specifically written to align with *National Development Plan (NDP) 2007-2013* reflecting the significant concentration in the plan on the all-island agenda. In particular *Strategic Plan 2007-2013* is in line with the priority under All-Island Co-operation in the *NDP* for:

*A significant upgrading of higher education capacity in the North West and the border region through strategic alliances between the educational institutions, North and South.*

LYIT's mission and vision statements both underline the Institute's commitment to the region and to collaboration.

**Mission:**

*To continuously develop as an academic institution of international repute, serving regional and national needs and pursuing, in a collaborative fashion, an ambitious progressive agenda that delivers on the aspirations of its vibrant Institute population and its external stakeholders.*

**Vision:**

- *To be the higher education institution of choice for a wide spectrum of learners on a broad range of employment-focused, high quality education and training programmes delivered in a supportive and increasingly innovative learning environment.*
- *To make a major contribution to the development of the region in partnership with stakeholders through the exploitation of research, innovation and enterprise.*

In completing this compact every effort has been made to identify key performance indicators (KPIs) that are representative of core Institute activity and in keeping with the changes envisaged in the implementation of the Higher Education Strategy. LYIT had commenced tracking some performance indicators to assess progress on initiatives set out in *Strategic Plan 2007-2013*, however, it is recognised that these processes will have to be further bolstered to meet the requirements of this compact. A central element of measuring

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achievement of KPIs involves benchmarking against other comparable HEIs and this will be done in every instance where the data is available. In setting out on this path the Institute is cognisant of the dangers of over concentrating on those activities that are amenable to assessment to the detriment of other valuable Institute activities. UK's Higher Education Statistics Agency (HESA) emphasises the risks associated with making comparisons of subpopulations with small numbers and this will be a particular concern at LYIT where numbers on all programmes are relatively modest.

LYIT Strategic Plan 2007-2013 groups activity focused objectives under the three interlinked strategic domains of Teaching and Learning; Learner Experience; and Research, Innovation and Enterprise. Achievement of these strategic objectives is dependent on adequate Institute Capacity. The final set of objectives relate to measures aimed at growing Institute Capacity. Appendix 8.

Objectives set out under Teaching and Learning encourage more flexible approaches to teaching and assessment, development of teaching materials, use of technology and further support for lecturers including pedagogical support. In addition, there are plans for a review of programme provision, improving programme delivery in light of learner feedback, utilising links with relevant external bodies to inform programme development and the further enhancement of language education.

Learner Experience encompasses objectives that focus on providing good quality teaching and learning facilities and having appropriate learning support and Student Services in place to enable learners manage their own learning. Also included are the supports in place to facilitate the personal development of learners through social/cultural and sporting activities, provision of skill development opportunities and the recognition of academic and non-academic achievement.

The Research, Innovation and Enterprise domain emphasises the need to formulate an ambitious research strategy to build on existing research groupings, encourage more academic staff to become research active and research supervisors, strengthen research planning at School level and to develop quality assurance procedures to cover postgraduate research activity. Supporting innovation and enterprise is to be achieved by: meeting the needs of business and industry in the region, incorporating enterprise development elements on relevant programmes, further developing the Institute's Business Development Centre, and by leading initiatives in the region on workforce development.

Objectives listed under Institute Capacity relate to capturing additional funding, inter-institutional sharing of resources, examining resource allocation within the Institute and interfacing with the processes of the HEA.

Additional aspects of capacity addressed include protecting the good name of the Institute, leading the region's response to relevant national policy objectives, providing for the proper integration of the Tourism College Killybegs (TCK), aligning staff development with Institute strategy.

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### **3.1     *Changes to the mission and strategy statement***

The Higher Education Authority acknowledges that Letterkenny Institute of Technology may adjust its mission and strategy from time to time. Letterkenny Institute of Technology agrees that the following will be the subject of strategic dialogue with the Higher Education Authority and may result in a change to the Compact:

- Any significant change that it proposes to make to its mission during the term of the Compact
- Any significant change that it intends to make to its activities that could affect either the content or the practical application of its mission.

LYIT plans to publish the successor to *Strategic Plan 2007-2013* early in 2014 and the work has already commenced to deliver this new plan. An initial piece of work will focus on determining the successful and less successful outcomes of the existing strategic plan and its implementation. Phase two will encompass a review of current best practice in formulating and implementing higher education strategic plans. The third phase of the preparatory work will include an environmental scan to determine what should be addressed in the new plan and include a review of international, national and regional policy documents. In addition, this phase will also focus on of future higher education needs and most importantly include engagement with internal and external stakeholders to capture their input. This new plan will be shaped to achieve close coordination with the roll-out of the Mission-based Performance Compacts and the Strategic Dialogue process.

## 4. Current and Planned Profile

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The following pages contain:

- Letterkenny Institute of Technology's current profile 2010/11 (as supplied by the HEA); and
- Letterkenny Institute of Technology's planned profile 2016/17 (completed).

*For hard copy submissions, please bind the current and planned profile after this page.*

*For electronic submissions, please submit the current and planned profiles as PDF and Excel attachments respectively.*

LYIT currently has approximately 3,500 students enrolled mainly on higher certificate, ordinary degree, honours degree and postgraduate programmes. A large proportion of the student population is from County Donegal and the North West. Every county in the Republic of Ireland is represented in the LYIT student body with the greater concentrations of students coming from counties with good transport links to Letterkenny. In stark contrast, the very poor mobility of students from Northern Ireland is evident in the Institute's data. LYIT has been very successful in attracting a high number of mature students and they account for approximately 25% of the student population. There has been a slight growth in the number of male students over the past three years where now there are marginally more males than females. There are marked differences in the programmes choices of males and females. The Institute is organised around four academic schools: Business, Engineering, Science, and Tourism at two campuses in Letterkenny and Killybegs. Tourism College, Killybegs (TCK) became a School of the Institute on 1 February 2007 with the commencement of the Institutes of Technology Act 2006.

The LYIT student profile in 2010/11 (see below) reflects the number of Level 7 programmes in the Institute's programme portfolio. The Periodic Programme Evaluations (PPEs) completed by each of the Institute's four schools in June 2012 saw a larger number of Level 6 and Level 8 programmes being offered to students from September 2012.

The Institute's proposed profile for 2016/17 is included in this section.

# Letterkenny Institute of Technology

## Profile 2010/11

### STUDENT NUMBERS

Entrants				Graduates			
			No.				%
New Entrants (Full-time Undergraduate)			751	Undergraduate Graduates			720 96%
				Postgraduate Graduates			29 4%

### Enrolments

		Full-time	Part-time	Total			Full-time	Part-time	Total
<b>Other Enrolments (IoTs only)</b>	<b>No.</b>	<b>145</b>	<b>37</b>	<b>182</b>	<b>Other Enrolments (IoTs only)</b>	<b>%</b>	<b>80%</b>	<b>20%</b>	<b>100%</b>
Foundation	No.	129	27	156	Foundation	%	83%	17%	86%
FETAC Cert	No.	0	0	0	FETAC Cert	%	0%	0%	0%
FETAC Advanced Cert	No.	16	10	26	FETAC Advanced Cert	%	62%	38%	14%
of which are apprenticeship	No.	0	0	0	of which are apprenticeship	%	0%	0%	0%
<b>Undergraduate</b>	<b>No.</b>	<b>2,479</b>	<b>354</b>	<b>2,833</b>	<b>Undergraduate</b>	<b>%</b>	<b>88%</b>	<b>12%</b>	<b>95%</b>
Diploma/Cert	No.	226	67	293	Diploma/Cert	%	77%	23%	10%
Ordinary Degree (L7)	No.	1,646	144	1,790	Ordinary Degree (L7)	%	92%	8%	63%
Honours Degree (L8)	No.	607	88	695	Honours Degree (L8)	%	87%	13%	25%
Occasional	No.	0	55	55	Occasional	%	0%	100%	2%
<b>Postgraduate</b>	<b>No.</b>	<b>89</b>	<b>47</b>	<b>136</b>	<b>Postgraduate</b>	<b>%</b>	<b>65%</b>	<b>35%</b>	<b>5%</b>
Postgrad Diploma/Cert	No.	43	0	43	Postgrad Diploma/Cert	%	100%	0%	32%
Masters Taught (L9)	No.	34	45	79	Masters Taught (L9)	%	43%	57%	58%
Masters Research (L9)	No.	12	2	14	Masters Research (L9)	%	86%	14%	10%
PhD (L10)	No.	0	0	0	PhD (L10)	%	0%	0%	0%
Occasional	No.	0	0	0	Occasional	%	0%	0%	0%
<b>Total Enrolments</b>	<b>No.</b>	<b>2,568</b>	<b>401</b>	<b>2,969</b>	<b>Total Enrolments</b>	<b>%</b>	<b>86%</b>	<b>14%</b>	<b>100%</b>
Research & Taught (L9/10)	FTE <sup>1)</sup>			70	Research & Taught (L9/10)	% FTE L8 and All PG			9.1%
Research (L9/10)	FTE			13	Research (L9/10)	% FTE L8 and All PG			1.7%
Research (L10)	FTE			0	Research (L10)	% FTE L8 and All PG			0.0%

### DISCIPLINARY MIX

Full-time Undergraduate New Entrants					Full and Part-time PhDs						
				No.	%					No.	%
General Programmes <sup>2)</sup>				0	0%	General Programmes				0	0%
Education Science				0	0%	Education Science				0	0%
Humanities & Arts				58	8%	Humanities & Arts				0	0%
Social Science, Business & Law				203	27%	Social Science, Business & Law				0	0%
Science				166	22%	Science				0	0%
Engineering, Manufacturing & Construction				149	20%	Engineering, Manufacturing & Construction				0	0%
Agriculture & Veterinary				16	2%	Agriculture & Veterinary				0	0%
Health & Welfare				92	12%	Health & Welfare				0	0%
Services				67	9%	Services				0	0%
Combined				0	0%	Combined				0	0%
Total				751	100%	Total				0	0%

## STUDENT PROFILE

(% of Enrolments)			No.	%	(% of New Entrants)			No.	%
Flexible Learners (Part-time, Distance, E-Learning)			401	14%	Mature Entrants (Full-time Undergraduate)			156	21%
International Students (Full-time)			78	3%	Estimate: Entrants with Disability (EAS) <sup>3)</sup>			70	9%
EU			53	68%	Estimate: Entrants from Non-Manual, Semi- and Unskilled Backgrounds (EAS) <sup>4)</sup>			207	28%
Non-EU			25	32%					

## PROGRESSION

Non-Progression Rate from 1st to 2nd Year			%		Level 7			25%	
Level 8			4%		Level 6			19%	

## STAFF & FINANCIAL DATA

			No.	%				€ 000 <sup>5)</sup>	%
<b>Core Staff</b>			<b>311</b>	<b>100%</b>	<b>Total Income</b>			<b>35,033</b>	<b>100%</b>
Academic Staff			179	57%	State Grants			18,715	53%
Support staff			132	43%	Fees			9,586	27%
<b>Contract Research &amp; Specialist Staff</b>			<b>25</b>	<b>100%</b>	Research Grants & Contracts			1,358	4%
Academic Staff			0	0%	Other Income			5,374	15%
Support staff			25	100%	<b>Total Expenditure</b>			<b>32,559</b>	<b>100%</b>
<b>Total Staff</b>			<b>335</b>	<b>100%</b>	Core - Pay			23,011	71%
Total Academic			179	53%	Core - Non-Pay			7,987	25%
Total Support			157	47%	Research Grants & Contracts - Pay			1,068	3%
					Research Grants & Contracts - Non-Pay			493	2%
Academic/Non-Academic Staff Ratio (Core)			1.4		Pay/Non-Pay Expenditure Ratio (incl. Research) <sup>5)</sup>			2.8	(74/26)
Student/Academic Staff Ratio (FTE/Core)			15.5		Pay/Non-Pay Expenditure Ratio (excl. Research) <sup>5)</sup>			2.9	(74/26)
<b>Staff Qualifications</b> (Proportion of...)				%				m <sup>2</sup>	
Full-time Academic Staff with PhD qualification				16%	Net Space per FTE Student			6.9	
Full-time Academic Staff with PhD or Masters qu.				85%	Gross Space per FTE Student			9.8	
All Academic Staff with PhD qualification				14%					
All Academic Staff with PhD or Masters qualification				83%					

## KNOWLEDGE TRANSFER

			No.				No.
Irish Patents Applications <sup>6)</sup>			0	Licence agreements			for development
Spin offs/Campus Companies			for development	Publications index			for development
Invention Disclosures			for development	Citations index			for development

1) FTE (Full-time equivalents): Total Full-time + 0.5 Part-time

2) General programmes teach basic (e.g. literacy, numeracy) and personal (transferable) skills.

3) based on proportion of respondents to Equal Access Survey (EAS)

4) based on proportion of respondents to Equal Access Survey (EAS), as for RGAM

5) 2009/10 financial data except DKIT, GMIT, ITC and WIT (2008/09); no data for TI

6) Irish Patents Office 2010

Sources: Student Record System, Equal Access Survey, Quarterly Staff Returns, Funding Statements (Universities), Audited Accounts (Institutes of Technology), Irish Patents Office.

Letterkenny Institute of Technology									
Profile 2016/17									
STUDENT NUMBERS									
Entrants					Graduates				
No.					No.				
1,175					1,250				
Undergraduate Graduates *					100				
Postgraduate Graduates					9%				
Enrolments									
Full-time					Full-time				
Part-time					Part-time				
Total					Total				
Other Enrolments (IoTs only)					Other Enrolments (IoTs only)				
No.					%				
150					80%				
38					20%				
188					100%				
Foundation					Foundation				
No.					%				
133					83%				
28					17%				
161					86%				
FETAC Cert					FETAC Cert				
No.					%				
0					0%				
0					0%				
FETAC Advanced Cert					FETAC Advanced Cert				
No.					%				
17					62%				
10					38%				
27					14%				
of which are apprenticeships					of which are apprenticeships				
No.					%				
0					0%				
Undergraduate					Undergraduate				
No.					%				
3,442					84%				
651					16%				
4,093					95%				
Diploma/Cert					Diploma/Cert				
No.					%				
314					72%				
123					28%				
437					10%				
Ordinary Degree (L7)					Ordinary Degree (L7)				
No.					%				
1,924					88%				
265					12%				
2,188					51%				
Honours Degree (L8)					Honours Degree (L8)				
No.					%				
1,205					88%				
162					12%				
1,367					32%				
Occasional					Occasional				
No.					%				
0					0%				
101					100%				
101					2%				
Postgraduate					Postgraduate				
No.					%				
116					50%				
114					50%				
230					5%				
Postgrad Diploma/Cert					Postgrad Diploma/Cert				
No.					%				
55					100%				
0					0%				
1%					1%				
Masters Taught (L9)					Masters Taught (L9)				
No.					%				
42					28%				
108					72%				
150					3%				
Masters Research (L9)					Masters Research (L9)				
No.					%				
17					81%				
4					19%				
21					0%				
PhD (L10)					PhD (L10)				
No.					%				
2					50%				
2					50%				
4					0%				
Occasional					Occasional				
No.					%				
0					0%				
0					0%				
Total Enrolments					Total Enrolments				
No.					%				
3,558					82%				
765					18%				
4,323					100%				
Research & Taught (L9/10)					Research & Taught (L9/10)				
FTE <sup>1)</sup>					% FTE L8 and All PG				
249					15.6%				
Research (L9/10)					Research (L9/10)				
FTE					% FTE L8 and All PG				
58					3.6%				
Research (L10)					Research (L10)				
FTE					% FTE L8 and All PG				
20					1.3%				
All FTE Level 8 upwards					1593				
DISCIPLINARY MIX									
Full-time Undergraduate New Entrants					Full and Part-time PhDs				
No.					No.				
%					%				
0					0				
0%					0%				
0					0%				
0%					0%				
110					0				
9%					0%				
294					1				
25%					25%				
294					3				
25%					75%				
233					0				
20%					0%				
59					0				
5%					0%				
144					0				
12%					0%				
41					0				
4%					0%				
0					0%				
0%					0%				
Total					Total				
1,175					4				
100%					100%				
STUDENT PROFILE									
No.					No.				
%					%				
765					294				
18%					25%				
250					70				
6%					6%				
160					588				
64%					50%				
90					36%				
PROGRESSION									
%					%				
4%					20%				
Level 8					Level 6				
20%					20%				
STAFF & FINANCIAL DATA									
No.					€ 000 <sup>5)</sup>				
%					%				
315					29,730				
100%					100%				
Academic Staff					State Grants				
178					10,788				
56%					36%				
Support staff					Fees				
137					12,792				
44%					43%				
Contract Research & Specialist Staff					Research Grants & Contracts				
25					1,000				
100%					3%				
Academic Staff					Other Income				
3					5,150				
12%					17%				
Support staff					Total Expenditure				
22					29,730				
88%					100%				
Total Staff					Core - Pay				
340					21,305				
100%					72%				
Total Academic					Core - Non-Pay				
181					7,425				
53%					25%				
Total Support					Research Grants & Contracts - Pay				
159					700				
47%					2%				
					Research Grants & Contracts - Non-Pay				
					300				
					1%				
Academic/Non-Academic Staff Ratio (Core)					Pay/Non-Pay Expenditure Ratio (incl. Research) <sup>5)</sup>				
1.3					2.8				
Student/Academic Staff Ratio (FTE/Core)					Pay/Non-Pay Expenditure Ratio (excl. Research) <sup>5)</sup>				
22.2					2.3				
Staff Qualifications (Proportion of...)					m <sup>2</sup>				
%									
Full-time Academic Staff with PhD qualification					Net Space per FTE Student				
30%					5.1				
Full-time Academic Staff with PhD or Masters qu.					Gross Space per FTE Student				
90%					7.2				
All Academic Staff with PhD qualification									
25%									
All Academic Staff with PhD or Masters qualification									
85%									
KNOWLEDGE TRANSFER									
Please refer to the narrative in the main document.									

## 5. Development Plans and Objectives

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### 5.1 *Regional clusters*

#### **Strategy summary**

Please provide a brief summary of Letterkenny Institute of Technology's strategy and chosen objectives in relation to its **regional cluster**.

This should set out:

- Member institutions
- Governance arrangements
- Priority objectives for the cluster.

Please note any external factors or assumptions that might affect institutional progress towards stated development objectives.

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#### **Regional clusters: strategy summary**

LYIT will work closely with all of the colleges in the West/North West to ensure that the benefits of Regional Clusters are delivered upon. The close working relationship between the three IoTs in Connacht-Ulster, formally recognised in the Connacht –Ulster Alliance (CUA) will underpin this regional collaboration. The CUA was formally signed by the Presidents and Chairs of GMIT, LYIT and IT Sligo in the presence of An Taoiseach, Enda Kenny, TD on 9 July 2012. The new alliance focuses on delivering wider educational opportunities in addition to enhancing the economic and social development of the Connacht-Ulster region and significant progress has been achieved through this alliance over the past year.

The West/North West cluster constitutes: NUIG, LYIT, IT Sligo and GMIT. This cluster will be developed in the first instance. A wider cluster (West/North West/Mid-West) has been proposed by the Minister for Education & Skills and it is likely that a link will be established between the West/North West and Mid-West clusters.

On June 28, 2013, the Connacht-Ulster Alliance submitted three joint projects in respect of the HEA call for submissions under the Strategic Innovation and Development Fund:

4. Centre of Excellence in Online Learning (CEOL) in line with Para 4.1 of the Call for Proposals "Quality of Teaching and Learning",
5. Access, transfer and progression, in line with Para 4.2 of the Call for Proposals "Access, Participation and Transition",
6. GROW in line with Para 4.3 of the Call for Proposals "Economic Development".

A further submission has been made to the HEA on 1 October 2013 to access funding project manage both the regional cluster and the CUA.

LYIT has a history of collaborative activity with higher education institutions in our region and was successful in achieving funding under the second cycle of the Strategic Innovation Fund for the North West Gateway Strategic Alliance (NWGSA) project with the University of Ulster. The outcomes of the NWGSA Scoping Study -undertaken by Indecon International Economic Consultants and London Economics - identified a need to augment higher education provision in the region, recognised the potential offered by a strategic collaboration between LYIT and the University of Ulster, and set out specific opportunities for collaboration between the two institutions. With cross-border collaboration an important priority in the HE strategies North and South and emphasised in the Minister's recommendations of May 2013, LYIT will continue to work with partner institutions in

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Northern Ireland to coordinate activity for the benefit of the region and particularly as a major stakeholder in the North West Gateway Initiative.

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## Regional clusters: Institution objectives and performance indicators

1.	Institution objective	“To establish a Regional Cluster of the HEIs in the West / North-West region (NUIG, GMT, ITS, LYIT), with appropriate governance structures.” It is also envisaged that a liaison will be established with the Mid-West cluster.
	Performance indicator	The establishment of a functioning cluster
	Baseline	List of current formal collaborations in the region – <ul style="list-style-type: none"> <li>• Connacht-Ulster Alliance (CUA) MoU signed (July 2012)</li> <li>• Scoping Study and Joint programme with the University of Ulster (LYIT recognised institute of UU)</li> <li>• Joint programme and MoU with NUIG</li> <li>• Joint programme with Donegal Education &amp; Training Board (Access 2 Access programme)</li> </ul>
	Interim target, end 2014	<ul style="list-style-type: none"> <li>• Cluster defined as the West / North-West region in the first instance</li> <li>• Governance agreed</li> <li>• Engage with the other HEIs in the cluster to agree cluster objectives</li> <li>• Cluster objectives established</li> <li>• Engagement with FE sector/ETBs</li> </ul>
	Interim target, end 2015	<ul style="list-style-type: none"> <li>• Functioning cluster</li> <li>• Achievement of short-term cluster objectives</li> </ul>
	Final target, end 2016	<ul style="list-style-type: none"> <li>• Review of cluster objectives and performance</li> <li>• Achievement of medium-term cluster objectives</li> </ul>
2.	Institution objective	Coordinated academic planning
	Performance indicator	A coordinated academic plan
	Baseline	Individual portfolio of programmes for each HEI in the cluster
	Interim target, end 2014	<ul style="list-style-type: none"> <li>• Mapping of programmes in the cluster (F/T and LLL)</li> <li>• Development of a matrix of programme provision at undergraduate and postgraduate level across partner institutes</li> <li>• Mapping of research activity</li> <li>• Mapping of civic engagement initiatives</li> </ul>
	Interim target, end 2015	<ul style="list-style-type: none"> <li>• Mapping of access, transfer and progression (ATP) opportunities</li> </ul>
	Final target, end 2016	<ul style="list-style-type: none"> <li>• Ensuring a diverse range of programmes across the region, responding to the needs of the region.</li> </ul>
3.	Institution objective	<ul style="list-style-type: none"> <li>• Develop regional learning pathways with partner institutes and further education institutions to provide clearly articulated progression opportunities among HEIs within the region</li> </ul>

Performance indicator	<ul style="list-style-type: none"> <li>• Review access, transfer and progression policies and practices across cluster institutions;</li> <li>• Creation of a matrix of course provision at undergraduate and postgraduate level across partner institutes, map common areas, specialist areas, progression opportunities</li> <li>• Develop new entry routes for non- traditional students to full-time and part-time programmes;</li> <li>• Harmonise RPL policies and develop agreements to enable students with prior formal and experiential learning to gain direct or advanced entry to particular programmes</li> </ul>
Baseline	<ul style="list-style-type: none"> <li>• Institutional transfer policies and FETAC entry routes</li> </ul>
Interim target, end 2014	<ul style="list-style-type: none"> <li>• Review existing access, transfer and progression policies;</li> <li>• Devise formal schema for progression among partner institutes and develop common access and transfer policies;</li> <li>• Agree on regional targets for number of transfer places across institutes</li> </ul>
Interim target, end 2015	<ul style="list-style-type: none"> <li>• 30 transfer students</li> </ul>
Final target, end 2016	<ul style="list-style-type: none"> <li>• 50 transfer students</li> </ul>
<b>4.</b>	
Institution objective	Continue engagement with cross-border education institutions to develop a cross-border higher education cluster.
Performance indicator	<ul style="list-style-type: none"> <li>• Joint approaches with partner institutions in NI to delivery of cross-border elements of RoI and NI higher education strategies.</li> <li>• Collaboration in research and innovation activity.</li> <li>• Continued delivery of existing programmes and examination of further opportunities in line with outcomes of the NWGSA Scoping Study report.</li> </ul>
Baseline	<ul style="list-style-type: none"> <li>• Joint programme with UU</li> <li>• Informal progression arrangements with FE sector in Northern Ireland</li> <li>• Current student numbers from Northern Ireland</li> <li>• Current activities include: A maths initiative with North West Regional College (NWRC); NWRSP; North West Gateway Initiative, emerging plan being developed by ICLRD</li> </ul>
Interim target, end 2014	<ul style="list-style-type: none"> <li>• Formal articulation arrangements with NI FE colleges (Access, Transfer and Progression)</li> <li>• Increase number of advanced entry students from NI by 20 (from baseline)</li> <li>• Information provision to potential students from NI concerning learning opportunities at LYIT</li> <li>• The possibility of accessing funding to support this cluster will be explored with SEUPB and the North South Ministerial Council (NSMC) through the North West Gateway Initiative.</li> <li>• Formal engagement with UU</li> </ul>

Interim target, end 2015	<ul style="list-style-type: none"> <li>• Evidence of co-ordination of programme provision and examination of student pathways.</li> <li>• Increase number of advanced entry students from NI by 40 (from baseline)</li> </ul>
Final target, end 2016	<ul style="list-style-type: none"> <li>• Delivery of cross-border commitments in the HE strategies in RoI and NI.</li> <li>• Increase number of advanced entry students from NI by 60 (from baseline)</li> </ul>

## 5.2 *Participation, equal access and lifelong learning*

### Strategy summary

Please provide a brief summary of Letterkenny Institute of Technology's strategy and chosen objectives in relation to **participation, equal access and lifelong learning**.

This should reference the benchmarks by which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect institutional progress towards stated development objectives.

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#### **Participation, equal access and lifelong learning: strategy summary**

The LYIT Access Office was established in 2001 to support:

- mature students
- students with sensory, physical and multiple learning difficulties
- students from low income families.

The Access Office has recently been re-conceptualised and re-branded and is now known as The Curve. The Curve is home to Access programmes, Learning Support (housing the Mathematics and Communications Learning Centres) and Lifelong Learning.

The Mature Student category refers to learners who are 23 years or older on entry to higher education. In the *National Plan for Equity of Access to Higher Education*, the target set out for mature students is 20% by 2013. By 2010/11, LYIT had already exceeded the national target with mature students on full-time programmes making up 24% (excluding the Certificate in Preparatory Studies) of the student population. The Access Office is active in promoting the Institute's programmes to prospective mature students.

In the *National Plan for Equity of Access to Higher Education* a target has been set to double the number of learners in the 'learners with disabilities' category by 2013. The HEA 2010/11 profile shows that 9% of LYIT entrants could be classified as 'learners with disabilities', which significantly exceeds the national average of 5%. The majority of these learners have Specific Learning Difficulties (SLD).

In the National Plan a target of 54% participation by 2020 has been set for Learners from Low Income Families. LYIT has initially identified learners from low income families in terms of those learners that are in receipt of grants. On this basis, LYIT has exceeded the 2020 target with 67% of LYIT learners in receipt of grants in 2010/11.

The national target for part-time learners is 17% of the student population by 2020. LYIT's part-time student population has grown to 16.9% in 2012/13.

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## Participation, equal access and lifelong learning: Institution objectives and performance indicators

1.	Institution objective	Ensure that the portfolio programmes on offer is in line with national policy objectives, LYIT's mission, the needs of employers and learner demand.
	Performance indicator	<ul style="list-style-type: none"> <li>• Addresses national targets for participation</li> <li>• Addresses national objectives in relation to skills shortage areas</li> <li>• Employment opportunities</li> <li>• Employer feedback</li> <li>• Graduate first destination survey reports</li> <li>• Professional body feedback and accreditation</li> <li>• Student feedback – internal questionnaires and INSS</li> <li>• Retention rates</li> <li>• Entry level points</li> <li>• Student numbers</li> <li>• External examiners reports</li> </ul>
	Baseline	<ul style="list-style-type: none"> <li>• Existing student numbers by department and programme</li> <li>• Existing programme portfolio by NQF level</li> <li>• Existing graduate employment levels – graduate first destination survey</li> <li>• Current professional body recognition and feedback</li> </ul>
	Interim target, end 2014	<ul style="list-style-type: none"> <li>• Examination of programme portfolio to ensure alignment with national and regional policy objectives</li> <li>• Programme portfolio with strong evidence of employer support</li> <li>• Portfolio of programmes supported by appropriate student demand</li> <li>• Increased engagement with secondary schools, FE colleges and other</li> <li>• Increased student provision and demand in strategic areas</li> </ul>
	Interim target, end 2015	<ul style="list-style-type: none"> <li>• Increased provision and student demand in strategically important areas</li> </ul>
	Final target, end 2016	<ul style="list-style-type: none"> <li>• Re-balanced programme portfolio aligning with national and regional policy objectives</li> </ul>
<hr/>		
2.	Institution objective	<ul style="list-style-type: none"> <li>• Increase student numbers from outside of the traditional Leaving Certificate cohort</li> </ul>

Performance indicator	<ul style="list-style-type: none"> <li>• Meet national targets</li> <li>• Student numbers from different categories (mature, disadvantaged, disabilities)</li> <li>• Take up of LLL programmes</li> <li>• Improve retention rates for different categories (mature, disadvantaged, disabilities)</li> <li>• Completion rates for students from different categories (mature, disadvantaged, disabilities)</li> <li>• Curve activity levels – Maths Learning Centre and Communications Learning Centre</li> </ul>
Baseline	Student enrolment from <ul style="list-style-type: none"> <li>• Socio-economic disadvantaged groups</li> <li>• Mature</li> <li>• Disability</li> <li>• Certificate in Preparatory Studies</li> <li>• Certificate in Foundation Studies</li> <li>• LLL programmes</li> <li>• Springboard programmes</li> </ul>
Interim target, end 2014	<ul style="list-style-type: none"> <li>• Increased engagement with adult education providers, FE colleges and other stakeholders regarding this cohort of learners</li> <li>• Review supports and information provision in respect of this cohort of learners</li> <li>• Certificate in Preparatory Studies (60 ECTS) – 120 students</li> <li>• Certificate in Foundation Studies (30 ECTS) – 30 students</li> <li>• Work towards harmonised RPL Policy within the CUA/ Regional Cluster</li> <li>• Agree definition of retention (harmonised within CUA/ Regional Cluster) and set realistic annual improvement targets</li> <li>• Pilot retention initiatives (e.g. extended induction, Peer Assisted Learning)</li> <li>• Maintain numbers on Springboard programmes</li> </ul>
Interim target, end 2015	<ul style="list-style-type: none"> <li>• Address gaps identified in information and supports for this cohort of learners</li> <li>• Maintain numbers on Certificate in Preparatory Studies (60 ECTS) and Certificate in Foundation Studies (30 ECTS)</li> <li>• Maintain numbers on Springboard programmes</li> </ul>
Final target, end 2016	<ul style="list-style-type: none"> <li>• Progress in growing student number and improving completion rates for this cohort of learners.</li> <li>• Maintain numbers on Certificate in Preparatory Studies (60 ECTS) and Certificate in Foundation Studies (30 ECTS)</li> <li>• Maintain numbers on Springboard programmes</li> </ul>

To add more institution objectives, copy and paste one of the tables above **HERE** and edit as required.

### 5.3 *Excellent teaching and learning and quality of the student experience*

#### Strategy summary

Please provide a brief summary of Letterkenny Institute of Technology's strategy and chosen objectives in relation to **excellent teaching and learning and quality of the student experience**.

This should set out:

- 1 Vision underpinning the portfolio of undergraduate programmes
- 2 Approaches being taken to improve overall performance
- 3 How planned provision is aligned to institutional mission

Further supporting evidence, with regard to the means of verification, should be provided in appendices as necessary.

Please note any external factors or assumptions that might affect progress towards stated objectives.

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#### **Excellent teaching and learning and quality of the student experience: strategy summary**

Objectives listed under *Teaching and Learning* in the LYIT strategy encourage more flexible approaches to teaching and assessment, development of teaching materials, use of technology and further support for lecturers including pedagogical support. In addition, there are plans for constant review of programme provision, improving programme delivery in light of learner feedback, utilising links with relevant external bodies to inform programme development, and the further enhancement of language education.

LYIT's continued commitment to the continuous professional development of academic staff is evident in the objective:

*Build on existing collaboration in the provision of externally accredited staff development programmes for higher education practice encompassing short courses to the development of a full range of postgraduate opportunities.*

Pedagogical training programmes have been developed in conjunction with the University of Ulster and date back to the Institute's response to the quality assurance requirements associated with the *Qualifications (Education and Training) Act 1999*. LYIT academic staff have completed the *Postgraduate Certificate in Higher Education Practice* (PgCHEP), *Postgraduate Diploma in Higher Education Practice* (PgDHEP), and the *MSc in Higher Education Practice* (MScHEP) programmes. The PgCHEP has been delivered at LYIT since 2003; more than 50 staff members have completed the programme and approximately a third of these have gone on to complete the PgDHEP programme. Other HEIs where lecturers have undertaken pedagogy programmes include Dundalk Institute of Technology, Queens University, Belfast and the University of Sheffield.

In addition to these longer term professional programmes, academic staff also participate in various teaching and learning workshops, seminars and conferences. Shorter training programmes undertaken by academic staff in the areas of pedagogy and the use of modern technologies, include:

- Formative assessment, best practice in assessment, and designing assessment to avoid plagiarism
  - Pedagogy and practical use of the Virtual Learning Environment (VLE)
-

- Various practical and technical workshops on relevant technology such as Turnitin, Articulate, etc
- Ethics Research Workshop
- Lecturing approaches, techniques and engaging diverse learners
- Context of Higher Education - levels and framework and LYIT policies including Quality and Ethics
- Peer assisted learning and problem based learning.

The Institute is acutely aware of developments relating to the National Forum for the enhancement of Teaching and Learning and will be an active contributor to this forum.

The student experience must reflect a commitment to access, retention and progression, this must involve providing appropriate and adequate support for all students (and especially non-traditional students).

LYIT has invested over the years in the provision of excellent student support services. Through this compact the Institute will assess the performance of these services in meeting the needs of our student body. Consistently the feedback from student surveys accentuates the importance of the staff student relationship at LYIT and it is our intention to continue to provide a quality student experience at the Institute.

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## Excellent teaching and learning and quality of the student experience: Institution objectives and performance indicators

1.	Institution objective	Enhanced teaching and learning in order to deliver a vibrant high quality, inclusive learning environment for students
	Performance indicator	<ul style="list-style-type: none"> <li>• Number of academic staff with pedagogical qualification</li> <li>• Retention/Progression rates</li> <li>• Student evaluation systems (QA1/3 and INSS)</li> <li>• Number of programmes with accredited work placements</li> </ul>
	Baseline	<ul style="list-style-type: none"> <li>• 30% of academic staff with pedagogical qualification</li> <li>• Current retention/progression rates</li> <li>• Institutional performance in student evaluation systems (QA1/3 and INSS)</li> <li>• Current number of programmes with accredited work placements</li> </ul>
	Interim target, end 2014	<ul style="list-style-type: none"> <li>• Develop new Learning and Teaching strategy</li> <li>• Strengthen staff development programme to ensure staff are at the forefront of pedagogical best practice, embracing new learning technologies and flexible delivery.</li> <li>• Develop MA (Learning &amp; Teaching) – for academic staff (incorporating pedagogical and research methodology training).</li> <li>• All new academic staff, who do not have a Learning and Teaching qualification, will complete at least one relevant module within two years.</li> <li>• Benchmark LYIT performance in INSS – set improvement targets</li> <li>• Pilot Online QA1 &amp; 3 forms in one Department/School</li> <li>• Agree with the HEA a definition of retention/progression and set realistic annual improvement targets</li> <li>• Pilot an extended Year 1 Induction Programme</li> <li>• 45% of CAO entry programmes will have accredited work placements</li> </ul>

Interim target, end 2015	<ul style="list-style-type: none"> <li>• Continue to develop and support Learning and Teaching excellence, via staff CPD, as articulated in L&amp;T Strategy</li> <li>• Roll-out Online QA1 &amp; 3 forms across the Institute</li> <li>• Achieve target improvements in progression</li> <li>• Review feedback from Pilot extended Year 1 Induction Programme – roll out across the Institute</li> <li>• Improve progression rates for all undergraduate students</li> <li>• Design and deliver a refreshed teaching portfolio, with an increased emphasis on flexible provision based on current and future market needs.</li> <li>• 50% of CAO entry programmes will have accredited work placements</li> </ul>										
Final target, end 2016	<ul style="list-style-type: none"> <li>• 50% of academic staff with a pedagogical qualification</li> <li>• Achieve target improvement in progression</li> <li>• 60% of CAO entry programmes will have accredited work placements</li> </ul>										
<b>2.</b>	<table> <tr> <td data-bbox="395 949 639 983">Institution objective</td><td data-bbox="762 949 1406 1014">Enhance the quality of the student experience through improved student supports</td></tr> <tr> <td data-bbox="395 1028 667 1061">Performance indicator</td><td data-bbox="762 1028 1414 1429"> <ul style="list-style-type: none"> <li>• Performance in INSS and internal QA1/3 surveys</li> <li>• Student involvement in clubs and societies</li> <li>• Student participation in sport and use of sporting infrastructure</li> <li>• Student use of social facilities and canteen facilities</li> <li>• Student uptake of institute services including IT and library</li> <li>• Student engagements with careers service</li> <li>• Medical and counselling service activity levels</li> <li>• Administration activities including registration, examinations and graduation</li> </ul> </td></tr> <tr> <td data-bbox="395 1442 496 1476">Baseline</td><td data-bbox="762 1442 1361 1541"> <ul style="list-style-type: none"> <li>• LYIT performance in INSS and internal QA1/3 surveys</li> <li>• Existing activity levels</li> </ul> </td></tr> <tr> <td data-bbox="395 1554 692 1588">Interim target, end 2014</td><td data-bbox="762 1554 1406 1955"> <ul style="list-style-type: none"> <li>• Use student feedback via INSS and internal QA1/3 surveys to identify gaps in service provision</li> <li>• Further develop processes for capturing student take-up of available supports</li> <li>• Commence process to improve student supports and information provision</li> <li>• Set targets for student involvement in clubs &amp; societies and sporting activities</li> <li>• Launch joint Student Union initiative with partner colleges, focused on promoting positive mental health.</li> </ul> </td></tr> <tr> <td data-bbox="395 1968 692 2002">Interim target, end 2015</td><td data-bbox="762 1968 1385 2063"> <ul style="list-style-type: none"> <li>• Develop targets for student support services</li> <li>• Improve student support services in a prioritised manner informed by student feedback</li> </ul> </td></tr> </table>	Institution objective	Enhance the quality of the student experience through improved student supports	Performance indicator	<ul style="list-style-type: none"> <li>• Performance in INSS and internal QA1/3 surveys</li> <li>• Student involvement in clubs and societies</li> <li>• Student participation in sport and use of sporting infrastructure</li> <li>• Student use of social facilities and canteen facilities</li> <li>• Student uptake of institute services including IT and library</li> <li>• Student engagements with careers service</li> <li>• Medical and counselling service activity levels</li> <li>• Administration activities including registration, examinations and graduation</li> </ul>	Baseline	<ul style="list-style-type: none"> <li>• LYIT performance in INSS and internal QA1/3 surveys</li> <li>• Existing activity levels</li> </ul>	Interim target, end 2014	<ul style="list-style-type: none"> <li>• Use student feedback via INSS and internal QA1/3 surveys to identify gaps in service provision</li> <li>• Further develop processes for capturing student take-up of available supports</li> <li>• Commence process to improve student supports and information provision</li> <li>• Set targets for student involvement in clubs &amp; societies and sporting activities</li> <li>• Launch joint Student Union initiative with partner colleges, focused on promoting positive mental health.</li> </ul>	Interim target, end 2015	<ul style="list-style-type: none"> <li>• Develop targets for student support services</li> <li>• Improve student support services in a prioritised manner informed by student feedback</li> </ul>
Institution objective	Enhance the quality of the student experience through improved student supports										
Performance indicator	<ul style="list-style-type: none"> <li>• Performance in INSS and internal QA1/3 surveys</li> <li>• Student involvement in clubs and societies</li> <li>• Student participation in sport and use of sporting infrastructure</li> <li>• Student use of social facilities and canteen facilities</li> <li>• Student uptake of institute services including IT and library</li> <li>• Student engagements with careers service</li> <li>• Medical and counselling service activity levels</li> <li>• Administration activities including registration, examinations and graduation</li> </ul>										
Baseline	<ul style="list-style-type: none"> <li>• LYIT performance in INSS and internal QA1/3 surveys</li> <li>• Existing activity levels</li> </ul>										
Interim target, end 2014	<ul style="list-style-type: none"> <li>• Use student feedback via INSS and internal QA1/3 surveys to identify gaps in service provision</li> <li>• Further develop processes for capturing student take-up of available supports</li> <li>• Commence process to improve student supports and information provision</li> <li>• Set targets for student involvement in clubs &amp; societies and sporting activities</li> <li>• Launch joint Student Union initiative with partner colleges, focused on promoting positive mental health.</li> </ul>										
Interim target, end 2015	<ul style="list-style-type: none"> <li>• Develop targets for student support services</li> <li>• Improve student support services in a prioritised manner informed by student feedback</li> </ul>										

Mission-based Performance Compact		
	Final target, end 2016	<ul style="list-style-type: none"> <li>• Complete identified student support improvements</li> </ul>
3.	Institution objective	Further develop LYIT's quality assurance processes
	Performance indicator	<ul style="list-style-type: none"> <li>• Breadth of QA processes in place</li> <li>• Feedback from new programme panels, periodic review panels and institutional review panels</li> <li>• Interaction with QQI</li> <li>• Feedback from learners via INSS and internal QA1/3 surveys</li> <li>• Student involvement in programme boards</li> <li>• External examiners reports</li> <li>• Student rechecks, reviews and appeals</li> <li>• Student complaints</li> <li>• Academic Council reports and findings</li> </ul>
	Baseline	<ul style="list-style-type: none"> <li>• Existing QA processes</li> <li>• Recommendations from external panels (new programmes, periodic review, institutional review).</li> </ul>
	Interim target, end 2014	<ul style="list-style-type: none"> <li>• Benchmark LYIT QA processes against other HEIs, the European Standards and Guidelines for Quality Assurance and QQI processes.</li> <li>• Identify QA elements to be developed and updated.</li> </ul>
	Interim target, end 2015	<ul style="list-style-type: none"> <li>• Develop QA process in a prioritised manner.</li> </ul>
	Final target, end 2016	<ul style="list-style-type: none"> <li>• Completed development of required QA processes.</li> </ul>

*To add more institution objectives, copy and paste one of the tables above **HERE** and edit as required.*

## 5.4 *High quality, internationally competitive research and innovation*

### Strategy summary

Please provide a brief summary of Letterkenny Institute of Technology's strategy and chosen objectives in relation to **high quality, internationally competitive research and innovation**.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in an appendix as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

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#### **High quality, internationally competitive research and innovation:** strategy summary

LYIT's *Strategic Plan 2007-2013* for the first time specifically prioritised the key domain of Research, Innovation and Enterprise. Objectives set within this strategically significant domain included the need to formulate an ambitious research strategy, to build on existing research groupings, encourage more staff to become research active and research supervisors, strengthen research planning at School level, and to develop quality assurance procedures to cover postgraduate research. To date *Research Strategy 2008-2013*, has been implemented which, inter alia, put in place a range of infrastructural and other supports to prioritise research at LYIT including the following:

- provision of dedicated postgraduate and research accommodation at CoLab
- agreed Institute-wide recognition of staff time requirements to enable research
- internal prioritised seed funding of research and support for travel to conferences
- appointment of a project accountant
- research training for Research Supervisors and postgraduate students
- mentoring, and co-supervision supports for inexperienced research supervisors
- support for online databases, research equipment, consumables and an agreed research overheads plan.

LYIT has also developed a range of other supporting and supplementary policies including: Post Graduate Regulations; Intellectual Property Procedures; Research Ethics Policies and Procedures; and Knowledge Transfer and Innovation Policy.

The NWGSA project with the University of Ulster was a key focus in terms of the significant benefits for research capacity and activity at LYIT and the further commercialisation of research findings through partnerships with industry. This was reflected in a significant submission to PRTL, which while it did not receive funding under this initiative, was recommended for funding by national government due to the strategic nature of the project. A significant element of the funding sought through PRTL has been secured via Interreg for the new North West Regional Science Park (NWRSP) facility which will come on stream at LYIT in 2015.

LYIT is currently developing its Strategic Plan 2014-2017 and as this emerges towards the end of 2013, a new Research and Innovation Strategy will evolve in 2014, which will build on our successes in this key domain taking cognisance of International, National and Regional Collaborations and emerging smart regional specialisations.

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The NWRSP project at LYIT in association with Northern Ireland Science Park (NISP), Belfast, received approved funding of €14 million and is in line with the strategy of the North South Ministerial Council on the North West gateway, the North West Gateway Initiative. This is a very significant all-island Interreg/SEUPB award designed to build a 50,000 sq ft Science Park in Derry and extend LYIT's existing CoLab by an additional 20,000 sq ft, and also involves leveraging the NISP world class brand and associated programme supports to provide additional capacity at LYIT to further support the development of the North West regional economy.

In addition WiSAR our former ARE, has recently been successful in the EI Technology Gateway Programme. LYIT has well developed plans for a new national Research Centre in Marine/Seafood Development and Renewable Energies. These Research Centres located within our Academic Schools of Engineering and Science will leverage our Schools' of Business and Tourism national leadership role in Innovation and Enterprise to embed knowledge exchange back into the region, including the education of industry ready graduates.

In February 2012 LYIT was pleased to receive continuing approval from QQI for postgraduate Research degrees at Level 9 in Computing, Business and Science and at Level 10 in Science.

Although the overall current context and environment for research is challenging, LYIT continues to retain its ambitions to continue to conduct world class quality research for the benefit of its learners and the wider stakeholder community of the North West region.

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## High quality, internationally competitive research and innovation: Institution objectives and performance indicators

1.	Institution objective	To develop a new Research and Innovation Strategy 2014-2017
	Performance indicator	New Research and Innovation Strategy developed
	Baseline	Research Strategy 2008-2013 at an end
	Interim target, end 2014	<ul style="list-style-type: none"> <li>Develop new Research and Innovation Strategy consistent with new Strategic Plan and cognisant of Smart Regional Specialisations</li> <li>Determine research and innovation synergies within the region (Regional Cluster/CUA/Northern Ireland)</li> </ul>
	Interim target, end 2015	<ul style="list-style-type: none"> <li>Completion of North West Regional Science Park (in partnership with NWRCBG &amp; NISP)</li> <li>Submission of collaborative Interreg V Funding proposal under the Research and Innovation theme</li> </ul>
	Final target, end 2016	<ul style="list-style-type: none"> <li>Collaborative Submission for Horizon 2020 Funding</li> <li>Collaborative proposals for research funding within the region (Regional Cluster/CUA/Northern Ireland)</li> </ul>
2.	Institution objective	Establish new National Research Centre in Marine/Seafood development
	Performance indicator	New National Research Centre established
	Baseline	Success of former EI ARE CAMBio
	Interim target, end 2014	Research Themes reviewed and renewed and collaborative partners identified
	Interim target, end 2015	Research Funding proposal submitted
	Final target, end 2016	Research Funding proposal confirmed
3.	Institution objective	Increase Research Income
	Performance indicator	Annual Research Income received
	Baseline	€1m (2012)
	Interim target, end 2014	€1.25m
	Interim target, end 2015	€1.5m
	Final target, end 2016	€2m
4.	Institution objective	Increase Post Graduate Research activity, infrastructure and enabling frameworks

Mission-based Performance Compact	
Performance indicator	Number of Post Graduate Students, Number of Research Active Staff
Baseline	8 Research Post Grad Students registered in 2012, 10 Research Active staff
Interim target, end 2014	14 Research Post Grad Students registered in 2014, 12 Research Active staff
Interim target, end 2015	16 Research Post Grad Students registered in 2015, 14 Research Active staff
Final target, end 2016	25 Research Post Grad Students registered in 2016, 16 Research Active staff

## 5.5 *Enhanced engagement with enterprise and the community and embedded knowledge exchange*

### Strategy summary

Please provide a brief summary of Letterkenny Institute of Technology's strategy and chosen objectives in relation to **enhanced engagement with enterprise and the community and embedded knowledge exchange**.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

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#### **Enhanced engagement with enterprise and the community and embedded knowledge exchange: strategy summary**

LYIT has six key pillars in its knowledge transfer, regional engagement and innovation strategy: organisational and management structures, teaching and learning and dissemination of knowledge, Intellectual Property (IP) Policy, infrastructural support, commercialisation support services, and enterprise support.

Key elements of LYIT's regional, cross-border, national and international engagement co-ordinated through the Development Office include:

- CoLab, LYIT's incubation, enterprise, research and development centre is currently home to 120 knowledge workers, working with 28 High Potential Start Up businesses, and the base for 12 LYIT Post Graduate Researchers.
  - Enterprise Development initiatives, including: a suite of entrepreneurship modules within full-time programmes; unique distinct Masters programmes in Innovation and Leadership for both the public and private sectors.
  - Support for Enterprise Ireland's Enterprise Start programme and LYIT's/IT Sligo New Frontiers Entrepreneur Development Programme.
  - An increasing number of work based and flexible learning programmes including: HDip in Financial Services Technologies with Pramerica/Allstate; Higher Certificate in Financial Services with Pramerica; Masters in Enterprise Applications Development with SITA.
  - Related to the HDip in Financial Services Technologies. LYIT has been recognised by both IBM and LOMA ([www.loma.org](http://www.loma.org)) for its engagement with industry. LYIT, in association with corporate partners, Pramerica and Allstate NI, has been profiled in an IBM Case Study entitled "*LYIT: A Lesson in Enterprise Education Agility*" designed to showcase Educational Institutions supporting IBM Mainframe programmes.
  - Leading the Tech NW Skillnet Project supporting 60 developing companies across Donegal, Sligo and Leitrim in addressing their current and future skills needs.
  - Labour Market Activation/Springboard programmes where LYIT has created 650 additional places for recently unemployed people.
-



This level of engagement reflects the emerging regional innovation ecosystem in the NW Region in which LYIT plays a key leadership role. Within this emerging quadruple helix model of regional economic development, LYIT works very closely with the other key stakeholders in the region including industry, government and community sectors.

LYIT has specific strength in community engagement and the sole higher education provider in the region. There is also the value added to the community through staff and student engagement in voluntary activity throughout the region.

## Enhanced engagement with enterprise and the community and embedded knowledge exchange:

### Institution objectives and performance indicators

1.	Institution objective	Strengthen engagement and knowledge exchange with enterprise
	Performance indicator	<ul style="list-style-type: none"> <li>• Maintain full occupancy at CoLab and increase supports for clients</li> <li>• Enhance Enterprise Development supports</li> <li>• Improved regional workforce development</li> </ul>
	Baseline	<ul style="list-style-type: none"> <li>• CoLab activity levels (number of companies, number of employees).</li> <li>• Existing Enterprise Development supports (numbers supported, training activity, new business start-ups).</li> <li>• Workforce development activity levels (collaborative programmes with industry, number of learners, employment statistics).</li> </ul>
	Interim target, end 2014	<ul style="list-style-type: none"> <li>• Maintain full occupancy at CoLab and increase supports for clients</li> <li>• Development of an Institutional Strategy for external engagement</li> <li>• Mapping the nature/extent of engagement activities</li> <li>• Improve information provision to the region</li> </ul>
	Interim target, end 2015	<ul style="list-style-type: none"> <li>• Complete the development of the NWRSP at LYIT</li> <li>• Address the gaps identified against institutional strategy and mapping process.</li> <li>• Further enhance enterprise development activities leveraging the new NWRSP facility</li> <li>• Development of Regional Cluster/CUA/Northern Ireland employer and professional body forum.</li> </ul>
	Final target, end 2016	<ul style="list-style-type: none"> <li>• Review engagement initiatives and knowledge exchange activities and benchmark against emerging best practice</li> </ul>
2.	Institution objective	Enhance engagement with the Community and Public Service
	Performance indicator	<ul style="list-style-type: none"> <li>• Staff involvement on policy development groups in the region</li> <li>• Support and engagement activities with schools</li> <li>• Engagement with community and voluntary groups</li> </ul>
	Baseline	<ul style="list-style-type: none"> <li>• List of current leadership and membership of regional development groupings</li> <li>• On-going liaison with schools</li> <li>• Community and voluntary group supports</li> </ul>
	Interim target, end 2014	<ul style="list-style-type: none"> <li>• Mapping of existing community and Public Service engagement</li> </ul>
	Interim target, end 2015	<ul style="list-style-type: none"> <li>• Development of an Institutional strategy for external engagement with community and public services</li> </ul>

Final target, end 2016

- Roll-out of strategy for engagement with community and public services
  - Development of Staff Engagement Matrix
  - Staff and Students awards for recognition of best practice in civic/community engagement.
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## 5.6 *Enhanced internationalisation*

### Strategy summary

Please provide a brief summary of Letterkenny Institute of Technology's strategy and chosen objectives in relation to **enhanced internationalisation**.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

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#### **Enhanced internationalisation: strategy summary**

LYIT has a proud and distinguished tradition of involvement over many years in efforts to internationalise the educational experience of its learners. Principal among LYIT's instruments to achieve this has been the Institute's involvement in Erasmus Programmes since their inception in 1987. With the appointment in 2009 of a dedicated International Coordinator, this aspect of the internationalisation strategy gained a new impetus. LYIT has currently 48 bilateral Erasmus agreements in place with partner institutions in 15 countries, a significant reduction from 78 agreements only 3 years ago. This is consistent with LYIT's plans to consolidate and more strategically focus and prioritise international partnerships to deliver higher added value to learners and the institution.

With increasing support from the academic departments there has been an encouraging increase in the numbers of outgoing Erasmus students in the past two years and the Institute is committed to increasing this number to nearer the levels of incoming students. In addition to student exchange under Erasmus, LYIT has consistently supported lecturing staff mobility.

Building on experience, established systems and procedures for Erasmus students at LYIT, the Institute is currently developing revenue generating international education streams of activity, consistent with the recently published internationalisation strategy for Irish higher education. In this respect the Institute is initially targeting growth territories and markets and leveraging LYIT's established links via the Donegal and North West diaspora to prioritise initially the North American and Canadian markets as well as prioritised Non-EU Countries in particular China and Brazil.

In addition, an evolving relationship with stakeholders in China will deliver undergraduate students in niche areas from September 2014.

LYIT has been a participant in the Science without Borders initiative and this will deliver additional Brazilian students to LYIT in the next academic year.

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## Enhanced internationalisation: Institution objectives and performance indicators

1.	Institution objective	To increase the number of International students studying at LYIT
	Performance indicator	Number of International Students
	Baseline	80
	Interim target, end 2014	<ul style="list-style-type: none"> <li>• 100</li> <li>• Development of Institutional Strategy in collaboration with Regional Cluster/CUA</li> <li>• Develop a transition studies programme for incoming non-EU students</li> </ul>
	Interim target, end 2015	<ul style="list-style-type: none"> <li>• 150</li> <li>• Establish new partnerships in targeted geographic markets</li> <li>• Enhance NW diaspora links in North America (Massachusetts)</li> </ul>
	Final target, end 2016	<ul style="list-style-type: none"> <li>• 250</li> <li>• Increase participation in student exchange.</li> <li>• Enhance the internationalisation of the institute and its programmes through providing and encouraging students and staff to learn a new language</li> </ul>
2.	Institution objective	To develop a coordinated international strategy with regional educational partners
	Performance indicator	<ul style="list-style-type: none"> <li>• Coordinated regional International Education Strategy with cluster and other partner institutions</li> <li>• Develop International Partnerships in priority markets</li> <li>• Information provision to partner institutions</li> <li>• Number of formal partnerships in place</li> <li>• Staff exchanges</li> <li>• Institutional supports for international students</li> </ul>
	Baseline	<ul style="list-style-type: none"> <li>• Existing agreements for incoming and outgoing students</li> <li>• Number of institutions</li> <li>• Staff exchanges</li> <li>• Student exchanges</li> </ul>
	Interim target, end 2014	<ul style="list-style-type: none"> <li>• Regional International Education Strategy agreed with a focus on improved supports for international students</li> </ul>
	Interim target, end 2015	<ul style="list-style-type: none"> <li>• Coordinated Promotional Campaign in place</li> <li>• Enhance quality assurance process in relation to student exchanges</li> </ul>
	Final target, end 2016	<ul style="list-style-type: none"> <li>• Review and renew International Education Strategy</li> <li>• Development of collaborative programmes with priority partners</li> </ul>

## 5.7 *Institutional consolidation*

### Strategy summary

Please provide a brief summary of Letterkenny Institute of Technology's strategy and chosen objectives in relation to **institutional consolidation**.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

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#### **Institutional consolidation: strategy summary**

LYIT's growth to this point has been built on the Institute's ability to attract a very significant number of students from the immediate catchment area. This catchment area is artificially restricted by the border and the impediments that exist on North to South migration of students for higher education. A main strand of the successful strategy for attracting students has been strong engagement with the local community and in particular with schools in the region; this engagement has included interaction with guidance counsellors to ensure LYIT offers a suite of programmes that fit with Institute strategic planning and that students are enthusiastic about.

LYIT has been successful in growing the depth and breadth of provision over the past ten years. This comprehensive programme offering has been achieved through a series of consolidation initiatives which can be traced back to the Institute's initial Modularisation and Semesterisation Framework of 2005 and the 2007 programmatic review process. The framework provided for the major revision of individual modules allowing for a greater sharing of modules across programmes and Departments and significant efficiency savings. A second Modularisation and Semesterisation Framework was agreed by the Academic Council in May 2011 in time for the 2012 programmatic review process. This new framework addresses concerns raised in the Higher Education Strategy concerning over teaching and over assessment of students and further efficiencies will be delivered by reducing total student contact hours. These efficiencies will be realised over the next four years as the newly validated programmes are rolled out.

Attracting sufficient number of learners onto programmes and reducing total costs bring down the unit costs for programmes. LYIT has made significant strides in reducing unit costs over the period 2006/07 to 2010/11 with Institute unit costs decreasing by 17% and particularly good progress in reducing the costs associated with the School of Tourism by 18% over this period.

An important factor in reducing unit costs has been the substantial reduction in overall staff numbers. Since June 2008 total staff numbers have reduced from 360 to 315, a decrease of 13%.

While LYIT has experienced significant growth since the mid-1990s, in the last four years it has been severely impacted by financial cutbacks. Given the significant leadership role that the Institute has to play it is important that it retains its ambitions in spite of these constraints. The Institute's Strategic Plan emphasises institute capacity and this has been a

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dominant theme in decisions taken during strategy implementation, particularly in cross-border initiatives and proposed collaboration with other Institutes of Technology. Despite the 13% reduction in its staff numbers since 2008 student numbers have increased by 20% over the same period. This reduction in staff and the strong growth in student numbers has resulted in an increase of 31% in the ratio of students to academic staff member. Together with the reduction in unit costs, this reflects a prudent management of resources to ensure that the Institute can plan ahead proactively while offering a strong suite of programmes.

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## **Institutional consolidation: Institution objectives and performance indicators**

1.	Institution objective	To achieve financial sustainability
	Performance indicator	Financial performance
	Baseline	<ul style="list-style-type: none"> <li>• Recurring deficits, primarily arising from (a) 2007 consolidation of Tourism College Killybegs and (b) 43% cut in core grant since 2008</li> <li>• Autonomous institution, collaborating with CUA and regional cluster</li> </ul>
	Interim target, end 2014	<ul style="list-style-type: none"> <li>• Review programmes offered (Level 8 - Transitions debate) – internal and within CUA/regional cluster</li> <li>• Review and renew CAO offerings</li> <li>• Review organisational structures to enhance flexibility in deployment of human resources</li> <li>• Explore opportunities for shared services and common processes with CUA and regional cluster partners</li> <li>• Conclude LYIT position regarding the School of Tourism</li> </ul>
	Interim target, end 2015	<ul style="list-style-type: none"> <li>• Consolidation of programmes – initially level 8</li> <li>• Implement pilot shared service initiative (e.g. On-line databases, On-line Exams Process, Library Repository)</li> <li>• Implement pilot of common processes</li> <li>• Implement any changes arising from review of organisational structures</li> </ul>
	Final target, end 2016	<ul style="list-style-type: none"> <li>• Balanced budget, subject to resolution of School of Tourism funding</li> <li>• Consolidation of programmes – all levels</li> <li>• Continue development of shared services and common processes</li> </ul>
2.	Institution objective	To pursue a trajectory that achieves re-designation as a technological university
	Performance indicator	A plan to meet TU criteria
	Baseline	<ul style="list-style-type: none"> <li>• Signing of CUA MoU July 2012</li> <li>• Agreed Implementation Plan December 2012</li> <li>• Submission of four collaborative SIDF proposals to the HEA</li> </ul>
	Interim target, end 2014	<ul style="list-style-type: none"> <li>• Review achievement of the objectives of the CUA Implementation Plan</li> <li>• Decision re making TU application</li> <li>• Programme mapping across the Cluster</li> <li>• Identify opportunities for shared services and common processes with CUA and cluster partners</li> <li>• Pilot on-line QA student surveys across the CUA</li> <li>• Common library research repository</li> <li>• Joint CUA student union mental health initiative</li> </ul>



Interim target, end 2015	<ul style="list-style-type: none"> <li>• Mainstream on-line QA student surveys across the CUA</li> <li>• Report on the feasibility of online exams management system with CUA partners</li> <li>• Common Learning, teaching and assessment strategy across the CUA</li> <li>• Mapping access, transfer and progression opportunities in the Cluster</li> </ul>
Final target, end 2016	<ul style="list-style-type: none"> <li>• Common RPL Policy and procedures</li> <li>• Ensure a diverse range of programmes across the Cluster, while avoiding unnecessary duplication</li> </ul>

*To add more institution objectives, copy and paste one of the tables above **HERE** and edit as required.*

## 6. Annual Compliance Statement

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As the strategic dialogue process develops, the HEA will take into account ongoing compliance with important foundational requirements such as:

- Statutory quality assurance processes
- Providing an annual statement required under their Code of Governance and with all other requirements of that Code
- Providing details of satisfactory financial outturn, budget and financial plan
- Employment control framework
- Data returns to the HEA.

Where significant or urgent compliance issues arise (such as unacceptable financial deficit, weakness in financial plans or major omissions or delays in returns, they will be discussed as part of the strategic dialogue).

## 7. Agreement

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**To be completed following the conclusion of the strategic dialogue process.**

The HEA and Letterkenny Institute of Technology agree that the mission, planned profile and targets, as set out in the foregoing sections of this Compact, are consistent with the objectives set for the higher education system and are appropriate to the place of Letterkenny Institute of Technology within the system.

Letterkenny Institute of Technology's planned profile and development plans and objectives have been evaluated by a panel set up to provide an independent assessment of the overall performance of the institution, in the context of its mission. The evaluation of the panel has been discussed with the institution in Strategic Dialogue and indicates that the performance of Letterkenny Institute of Technology falls within:

Category I	<input type="checkbox"/>
Category II	<input type="checkbox"/>

Accordingly, Performance Funding of % is being provided for 2014 to Letterkenny Institute of Technology.

Signed:

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Chief Executive, Higher Education Authority

Date:

Signed:

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Chief Officer, Letterkenny Institute of Technology

Date:

# Appendices

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We (Letterkenny Institute of Technology) include the following appendices with our performance compact.

List the appendices here:

4	Appendix 1: Regional clusters Connacht-Ulster Strategic Alliance Agreement
<input type="checkbox"/>	Appendix 2: Participation, equal access and lifelong learning
<input type="checkbox"/>	Appendix 3: Excellent teaching and learning and quality of the student experience
<input type="checkbox"/>	Appendix 4: High quality, internationally competitive research and innovation
<input type="checkbox"/>	Appendix 5: Enhanced engagement with enterprise and the community and embedded knowledge exchange
<input type="checkbox"/>	Appendix 6: Enhanced internationalisation
<input type="checkbox"/>	Appendix 7: Institutional consolidation
Other Appendices	
Appendix 8:	
Appendix 9:	
Appendix 10:	
<i>Add more rows as necessary</i>	

- d) Enhanced student access, transfer and progression pathways between and through the institutions in the alliance;
- e) Externally acknowledged as a high profile higher education alliance in the European higher education arena in its provision of learning and teaching that is informed by applied research;
- f) A higher education alliance delivering an internationally recognised and valued learning experience for students, leading to greater employment opportunities, as indicated by the demand for its programmes and graduates who are employable upon completion of their programmes of study;
- g) Through partnership, delivering its services more cost effectively and efficiently;
- h) More direct and effective access by the business and the wider community to the full range of knowledge transfer, business support and incubation services.

### Rationale

This agreement arises from the impetus created by the recently published National Strategy for Higher Education to 2030 (DES, 2011) in Ireland that creates a context in which the partners will provide a significantly more focussed range of educational services that respond better to the needs of learners and of the businesses and employers in the region.

The CU Alliance identifies areas where significant added value to the student experience, student learning, the engagement with the business community, resource management and community collaboration may be achieved. The institutions concerned have a track record of cooperation, for example within Lionra. Other examples include Ignite West – A regional Technology Transfer Consortium (NUIG (Lead), GMIT, LYIT and IT Sligo) and the New Frontiers Programme (LYIT and IT Sligo).

### Alliance Profile

The demographics of the Connacht-Ulster region is particularly characterised by a rural population, on the periphery of Europe, spread across eight counties in the Republic of Ireland in addition to Northern Ireland. The North West is a recognised constituency of the European Parliament. The Alliance between the three Institutions, representing two of four provinces in Ireland, brings cohesion in higher education provision across this region.

The CU Alliance will maintain the professional and vocational education ethos of the constituent IoTs and will develop its programme offerings in close collaboration with industry. There will be a student-centred approach, underpinned by a shared staff development plan that builds on the existing high calibre pedagogical delivery that supports the currency, relevance and sustainability of programmes.

The alliance will develop a common overarching academic quality assurance framework that will be approved through each of its Academic Councils. The CU Alliance QA Framework will be aligned to the national QA Framework and the development of the proposed TU Quality Assurance procedures. Policies in the area of collaborative, transnational, and joint awards, in consultation with HETAC/QQAI will also be developed. A specific set of operational procedures for ensuring the quality assurance of the collaboration between the members of the Alliance will be developed.

The CU Alliance will form a cluster with universities and colleges of Further Education in the region. The cluster will provide tailored support for regional development, stakeholder engagement and



engagement between higher education providers, including cross border. The Alliance partners will explore the validation and provision of joint awards for levels 9 and 10 research programmes with cluster universities.

As part of this agreement, it is proposed to develop common strategies, with a view to consolidating services for the following functions across the alliance:

- Programme Offerings
- Online Provision
- Access Support
- Research and Innovation Support
- Library Services
- International Offices
- Careers Services
- MIS
- Human Resources
- Financial Services

#### **Student and Graduate Profile**

The CU Alliance will be a leader in providing accessible pathways and alternative routes to higher education. Specifically the alliance will further develop access initiatives for students from socio-economic disadvantage, mature, first time education and further education backgrounds and will actively promote and implement admissions based on the recognition of prior learning (RPL).

The portfolio of programmes offered by the CU Alliance will attract and be relevant to the needs of the growing population of students from the region.

The alliance will be defined by the quality and employability of its graduates. The alliance, through its academic programmes and approach to learning and teaching, will ensure that all its graduates have a comprehensive understanding of relevant disciplines, professional knowledge and skills appropriate to their awards.

#### **Staff Profile**

The CU Alliance acknowledges the achievements and capabilities of its staff and will continue to recruit staff with significant professional work experience and competence in relevant employment roles. The alliance is cognisant of the metrics and profile specified for academic staff in the criteria for TU and will have a heightened awareness of the need for coordinated recruitment of staff with the potential to contribute to teaching and research objectives.

Targeted professional doctorate provision will be established across the alliance for academic staff with potential for up-skilling. Research opportunities will be supported through bursaries and research capacity building initiatives, work allocations and through support for the dissemination of research findings through academic and professional publications and conferences and seminars.

Staff will be trained appropriately and will collaborate with their counterparts across the alliance.

The CU Alliance will develop administrative and technical support structures that ensure optimal integration of services, where appropriate, and will provide the necessary training and development for administrative staff to achieve this integration. The alliance will review its work practices across the 3 institutions with a view to developing more effective workflow efficiencies and businesses processes.



**Teaching, Learning and Curriculum Development**

Student centred learning will be the focus of the Learning and Teaching Strategy for the CU Alliance. The alliance will respond to the unique dimensions of disadvantage in our region. There will be a particular drive to develop part-time, flexible and blended delivery methods appropriate to the learning styles of the student cohort. There will be a high priority given to the development of online delivered programmes with a particular focus on bespoke delivery to meet the needs of industry.

The CU Alliance will deliver higher education major programmes at levels 6 to 10 on the National Framework of Qualifications (NFQ) and Minor, Supplemental, and Special Purpose Awards, based on the identified needs of students and employers.

As part of the common shared strategic objective, the alliance will collaborate to provide programmes in strategically important areas, in line with the Higher Education Strategy.

**Research**

The CU Alliance recognises that there is a significant effort required to achieve the metrics for research in the HEA Technological University criteria.

The alliance, together with regional businesses and the community, will agree a common Research, Development & Innovation Strategy that builds a vibrant and visible research and innovation community. This will be informed by the niche and differentiated research expertise of the three institutions, and the priorities of the geographical regions being served. The alliance will establish a small number of high quality research centres of excellence capable of competing for national and international funding. The alliance recognises that, while there is a high level of research expertise within the three Institutions, it will work towards growing new applied research areas.

The alliance proposes to develop a joint research strategy.

The partners in the CU Alliance will collaborate with each other in making joint applications for research funding.

**International Profile**

The partners will combine their resources to substantially grow the number of international students across the CU Alliance institutions. The alliance supports the objectives, targets and strategic actions outlined in Investing in Global Relationships<sup>2</sup> and will develop a common International strategy for the Connacht-Ulster region. The objectives of this strategy will be to identify niche markets for the recruitment of international students and establishment of structures to ensure the sustainability of the provision of a quality experience for international students. The strategy will also generate non-exchequer income through the recruitment of non-EU students and will optimise the utilisation of resources in the provision of education to these students.

The alliance will develop a strategy for teaching and research collaborations with international HE providers.

The alliance will also develop collaborations with international partners in the provision of student support services.

**Leadership, Management and Governance**

This agreement has the approval of the Governing Bodies of the three partner Institutions. A CU Alliance Working Committee will be constituted to consider the governance and management of the alliance. This committee will monitor and report on progress towards the objectives of the alliance,

<sup>2</sup> Investing in Global Relationships 2010-2015, Report of the High-Level Group on International Education to the Tánaiste and Minister for Education and Skills, September 2010.

**Teaching, Learning and Curriculum Development**

Student centred learning will be the focus of the Learning and Teaching Strategy for the CU Alliance. The alliance will respond to the unique dimensions of disadvantage in our region. There will be a particular drive to develop part-time, flexible and blended delivery methods appropriate to the learning styles of the student cohort. There will be a high priority given to the development of online



to recommend actions and to oversee the communication process. The importance of coordinated and managed communication is recognised and a common approach will be established.

#### Implementation Plan

An immediate task following the signing of this agreement is the development of an implementation plan. This will clearly set out objectives and timelines. An early element in the process will involve developing and communicating a risk assessment and business plan.

A draft implementation plan will be approved by December 2012.

Signed under seal, on behalf of **Galway-Mayo Institute of Technology**

Mahan Governing Body Chair

Date: 2/7/12  
Leif O'Leary President

Date: 2/7/12

Signed under seal, on behalf of **Institute of Technology, Sligo**

Kay Mac Sharry Governing Body Chair

Date: 2/7/12  
Leif O'Leary President

Date: 8th July 2012

Signed under seal, on behalf of **Letterkenny Institute of Technology**

Harry McGarry Governing Body Chair

Date: 9/7/12  
Paul Harty President

Date: 9th July 2012



## ***Appendix 2: Participation, equal access and lifelong learning***

### ***Appendix 3: Excellent teaching and learning and quality of the student experience***

#### ***Appendix 4: High quality, internationally competitive research and innovation***

***Appendix 5: Enhanced engagement with enterprise and the community and embedded knowledge exchange***

## ***Appendix 6: Enhanced internationalisation***

## ***Appendix 7: Institutional consolidation***



## *Appendix 8:*

## **APPENDIX 4**

### **Draft Mission-based Performance Compact**

#### **Response to HEA**



8 November 2013

Mr Tom Boland  
Chief Executive  
Higher Education Authority  
Brooklawn House  
Crampton Avenue  
Shelbourne Road  
Dublin 4

Dear Tom

**LYIT Financial Plan 2014-16**

At a meeting of LYIT's Governing Body held on 7 November 2013, members expressed concern regarding the financial position of the Institute and the on-going assessment of the options regarding the School of Tourism, Killybegs. Members asked me to contact the HEA and to revert with an update for the next Governing Body meeting on 12 December 2013. Furthermore employees at the Institute, particularly those based in Killybegs, are also concerned as a result of the on-going uncertainty caused by operational deficits being incurred at LYIT.

With this in mind, could you confirm whether a financial assessment has been forwarded to the HEA's Finance Committee as an outcome of the visit by Stewart Roche and Sheena Duffy to Letterkenny and Killybegs on 14 / 15 October 2013? What are the likely next steps in the assessment process? When can we expect to learn the outcome of HEA deliberations on the matter?

Thank you in advance for assisting with these queries.

Yours sincerely

Paul Hannigan  
President

# APPENDIX 5

**Joint Submission to  
Oireachtas Committee**



# **Joint Committee on the Implementation of the Good Friday Agreement**

## **CROSS BORDER STUDENT ACCESS TO HIGHER EDUCATION**

### **1. Context**

Understandably, the Good Friday Agreement placed emphasis on matters such as Agriculture, Transport, Tourism and Urban and Rural Development as areas for “North-South cooperation and implementation”. Education received only a single mention because of the profound complexity of the issues involved and the many sensitive subtexts in 1998. Despite the immense challenges that still lie ahead on the path to reconciliation, pluralism and mutual cultural respect, there is today much greater social and political maturity. Thus the opportunity now exists to address North-South cooperation in higher education. Much has been achieved since April 1998 upon which we can now build.

Higher education has mutually enriching objectives. It prepares participants for the employment marketplace, contributes to job creation and economic prosperity through research and technology and knowledge transfer and helps to contribute to social stability by imbuing participants with civic values and awareness of the responsibilities of citizenship. Across the two jurisdictions, there are now many opportunities to give impetus to the aspirations of the Good Friday Agreement and to contribute to economic regeneration and competitiveness by greater cooperation and harmonisation of the higher education systems. This would help to articulate Strand Two of the Agreement which aims “to develop (areas of) consultation, cooperation and action within the island of Ireland”. Another and no less important legacy of greater occupational and student mobility would be a much higher awareness of what the Agreement refers to as shared “cultural identity and heritage”.

Such mobility and harmonisation can only be achieved by taking practical steps to bring it about. This paper sets out some of the relevant issues.

There is currently capacity in the Institute of Technology sector. There is under capacity in Northern Ireland as it is the only one of the thirteen regions in the United Kingdom that has a cap on higher education numbers. Each year, this forces many thousands of students from NI to go to Great Britain with the additional costs to them and their parents, a situation exacerbated by the increase in fees. Although some go by choice many are forced to go because of a perceived absence of opportunities North and South. Equally important, there is evidence that up to three quarters of such students do not return to NI/Ireland to contribute their knowledge and skills to economic regeneration and social progress.

The National Strategy for Higher Education to 2030, currently being implemented in Ireland, proposes to ‘create a dynamic new globally competitive higher education system to the benefit of all participants’.

There is a misperception of the Institute of Technology sector in NI due to the confusion caused by its name. Many potential participants are unaware that each of the thirteen Institutes of Technology offers a wide programme of internationally recognised degrees and areas of study up to doctoral level.

The CAO entry mechanism needs reform because it disadvantages students coming from the North to the South. Careers guidance services in the North must also have a greater awareness of opportunities in IOTs in helping second level students to make informed choices.

Online learning is an integral part of the future of higher education throughout the world. Not least of its benefits is that it allows access to higher education for many socially disadvantaged but talented students who cannot afford to study in traditional institutions. But there is an urgent need not only to promote and facilitate access to

online higher education but to incentivise students to study by virtual means (IT Sligo has led the way in this growing means of provision and has the largest population of online students in the island).

One means of encouraging greater student mobility would be the establishment of a number of scholarships and bursaries in fields of study of particular importance to developing an island-wide knowledge economy. This could begin in the border counties where there exists an established tradition of graduates travelling from one jurisdiction to the other every day to work.

The stated longer term objective of higher education in both the North and the South is to create genuine and inclusive systems of lifelong learning.

IT Sligo commissioned a scoping study to look at some of the issues underlying choice of location and participation in higher education North and South. To fully understand the opportunities for North-South cooperation and harmonisation, a much wider scoping study would need to be undertaken under the aegis of the Joint Implementation Committee to examine the factors acting upon student choice and mobility and to make appropriate recommendations. Its terms of reference must include the impact of demographic changes in the next decade upon capacity and participation in both jurisdictions. The Northern Ireland Assembly's 'Independent Review of Variable Fees and Student Finance Arrangements' is also pertinent. Both sets of findings need to be part of the wider consideration.

The establishment of a Joint Working Group to create greater harmonisation within the two higher education systems North and South and to help break down the boundaries to island-wide higher student mobility would be a significant step forward. By such an initiative we could ensure that existing capacity North and South is optimised and increased and that reciprocity and complementarity would characterise higher education North and South.

## **2. Empirical Data**

The most recent work on undergraduate mobility North and South in Ireland was completed by Pollak<sup>1</sup> and D'Arcy Smyth<sup>2</sup>. The Higher Education Statistics Agency (HESA) in the UK and the HEA in Ireland collate data and provide analysis.

Pollak identifies some conclusions regarding the obstacles to undergraduate mobility on a cross border basis. These obstacles are summarised in Appendix 1 which examines the movement of undergraduates in both directions. The underlying themes emerging from this research are a lack of information and clarity regarding recognition of qualifications and entitlements to financial support.

The D'Arcy Smyth report concentrates more on the number of students moving between jurisdictions with a particular focus on the financial barriers impacting upon them. It concludes with a number of suggestions for education policy with a particular focus on the impact of fee differentials on the movement of undergraduates. There are suggestions for pupils, parents, and guidance counsellors which are useful.

The report suggests "a need for a new and substantial joint North/South initiative to cooperate and coordinate the responses of both jurisdictions to the likely changes in cross border 3<sup>rd</sup> level study".

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<sup>1</sup> Centre for Cross Border Studies entitled "Cross-border Undergraduate Mobility: an obstacle races that students are losing"

<sup>2</sup> Unpublished piece for IT Sligo by D'Arcy Smyth & Associates

Figures provided by Dr Vivienne Patterson from the Higher Education Authority (HEA) identifies the flow of students from North to South over the period 2007/08 and 2011/12 (see appendix 2).

The number of undergraduate new entrants to higher education in the Republic of Ireland from Northern Ireland has stubbornly stayed at 0.5 % or below over that period. The actual number of entrants varied between 113 and 177 with 168 registered in 2011/12. However, when the statistics are further investigated from 2007/08 to 2010/11, an average of 86% of new entrants went to Irish Universities, with Institutes of Technology averaging 13%.

There is a relatively consistent number of students from Northern Ireland going to high point courses in TCD and UCD with 82.5% of those attending university going to these two institutions. However, the year 2011/12 shows some change where this percentage dropped to 61%. In the same year, the combined entrants to LYIT, ITS and DKIT totalled 21% almost twice as many as the previous year.

The number of applications from the UK to Irish institutions decreased from 1,291 in 2012 to 1,159 in 2013, a decrease of 10.2%. Applications from Northern Ireland applicants showed an increase from 1,139 in 2012 to 1,223 an increase of 84. Overall applications from the UK and Northern Ireland make up 3.3% of all applications in 2013, the same percentage as in 2012. Therefore given these figures it is unlikely to show any major change in undergraduate new entrants for 2013.

While there is an expectation among staff in each of the Institutes that cross border mobility of undergraduates should be intuitive it is obvious from the figures that this is not the case. Despite various initiatives by single institutions, the level of N/S mobility remains lower than one would expect between neighbouring jurisdictions.

There is a necessity in border areas to consider an Institutes broader hinterland in the context of regional development and this requires strong political support.

### **3. Recommendations**

The three Presidents of Dundalk IT, Letterkenny IT and IT Sligo would recommend that the Joint Oireachtas Committee supports the establishment of a North South Higher Education Joint Working Group. The purpose of the group will be to promote student mobility between the Republic of Ireland and Northern Ireland. In particular the group will promote the following:

- Providing improved co-ordination in relation to admission and progression opportunities for students on an all island basis.
- Increased student recruitment on a cross border basis.
- Establish a programme to facilitate cross border staff mobility programmes between HEIs.
- Monitor cross border student mobility programmes (e.g. Erasmus).
- Ensure the CAO system provides equitable treatment to students from Northern Ireland.
- Facilitate better co-operation between careers services in the HEIs particularly to promote job opportunities for graduates on a cross border basis.
- An annual conference targeted at second level guidance services on a cross border basis to promote greater awareness of the portfolio of courses available at HEIs on either side of the border.
- Establishment of a scholarship fund targeted at promoting cross border student mobility for students from low income backgrounds.

The Presidents would request that the Committee give due consideration to this proposal and we will undertake to work closely with the Committee to achieve this objective.

Professor Terri Scott, President, IT Sligo  
Mr Denis Cummins, President, Dundalk IT  
Mr Paul Hannigan, President, Letterkenny IT

30 May 2013



### ***Appendix 1: Obstacles to undergraduate mobility***

<b>North to South</b>	<b>South to North</b>
a) Lack of information about universities in the other jurisdiction	a) The introduction of 'Free Fees' in the Republic in 1997
b) Lack of information about Institutes of Technology	b) Unfamiliarity with the Universities and Colleges Admissions Service (UCAS) application process in the UK
c) The high cost of living (in Dublin in particular)	c) Continuing concerns about the effects of Northern Ireland emerging from conflict
d) The change in the 'equivalences' between A level and Leaving Certificate grades	d) Lack of information about universities in the other jurisdiction
e) Unfamiliarity with the Central Admissions Office (CAO) application process in the Republic of Ireland	e) No financial assistance available in UK
f) The smaller number of previous Southern university graduates	

## Appendix 2

1st Year Full-Time Undergraduate New Entrants from Northern Ireland Counties		
<i>Year</i>	<i>No. of New Entrants</i>	<i>Proportion of all New Entrants</i>
2011/12	168	0.4%
2010/11	113	0.3%
2009/10	165	0.4%
2008/09	196	0.5%
2007/08	177	0.5%

1st Year Full-time Undergraduate New Entrants from Northern Ireland Counties by Gender		
<i>Year</i>	<i>Male</i>	<i>Female</i>
2011/12	47%	53%
2010/11	39%	61%
2009/10	52%	48%
2008/09	37%	63%
2007/08	42%	58%

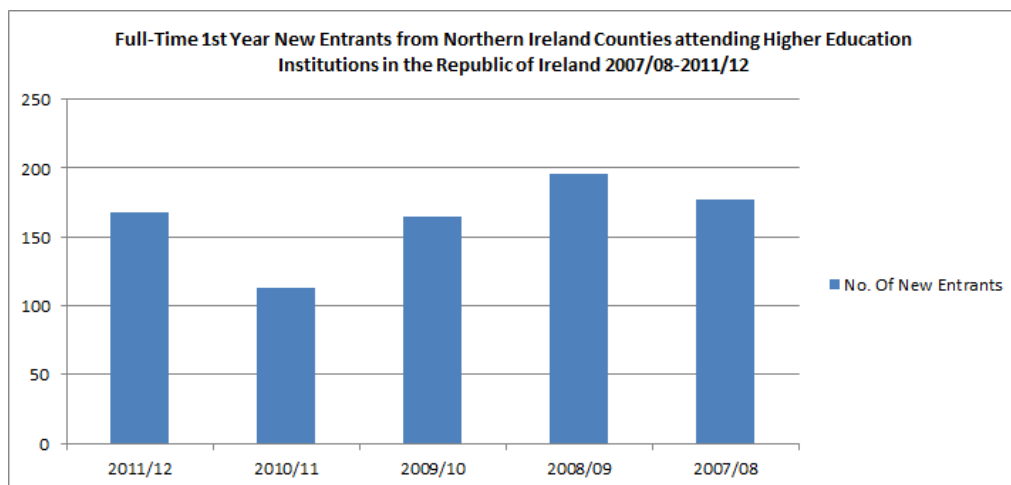
1st Year Full-Time Undergraduate New Entrants from Northern Ireland Counties by Sector			
<i>Year</i>	<i>Universities</i>	<i>Institutes of Technology</i>	<i>Other</i>
2011/12	65.0%	25.0%	10.0%
2010/11	81.0%	18.0%	1.0%
2009/10	93.0%	5.0%	2.0%
2008/09	82.0%	18.0%	0.0%
2007/08	88.0%	11.0%	1.0%

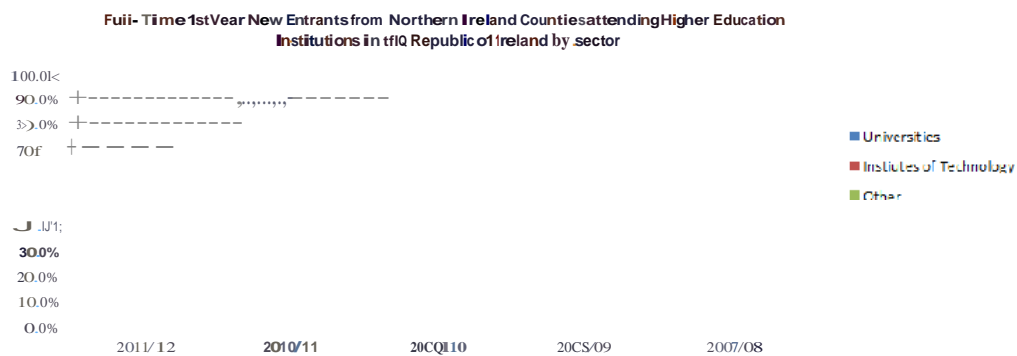
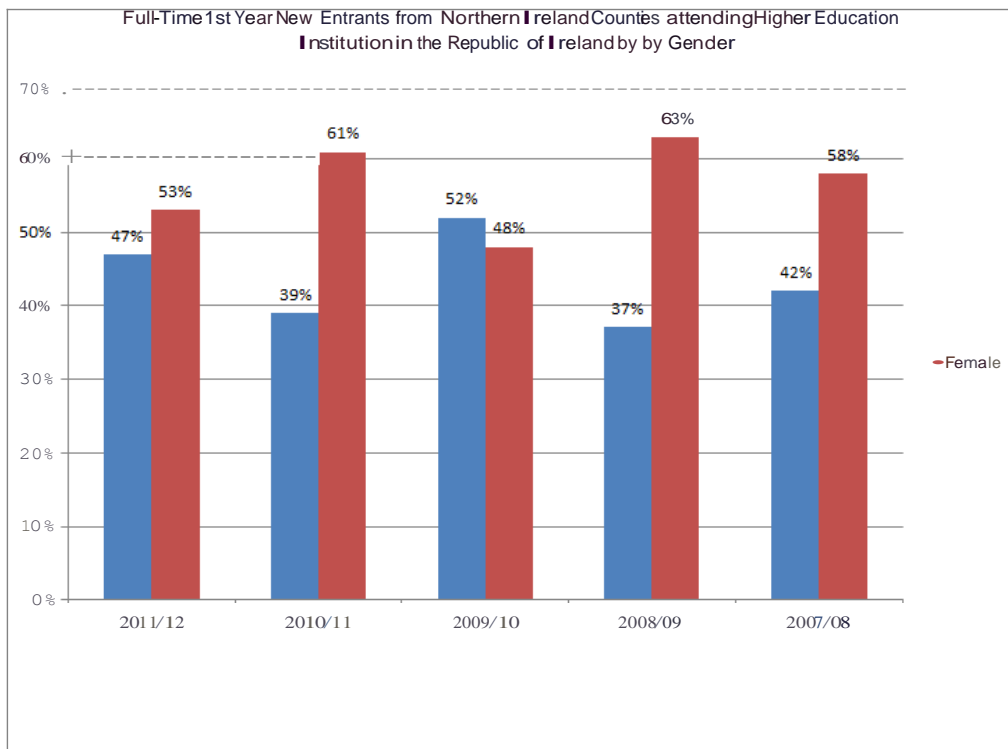
1st Year Full-Time New Entrants from Northern Ireland Counties to UCD, TCD, ITS/LYIT and DKIT		
2011/12	61% UCD and TCD	21% ITS/LYIT/DKIT
2010/11	81% UCD and TCD	11.2% ITS/LYIT/DKIT
2009/10	87% UCD and TCD	2.5% ITS/LYIT/DKIT
2008/09	76% UCD and TCD	17% ITS/LYIT/DKIT
2007/08	86% UCD and TCD	7% ITS/LYIT/DKIT

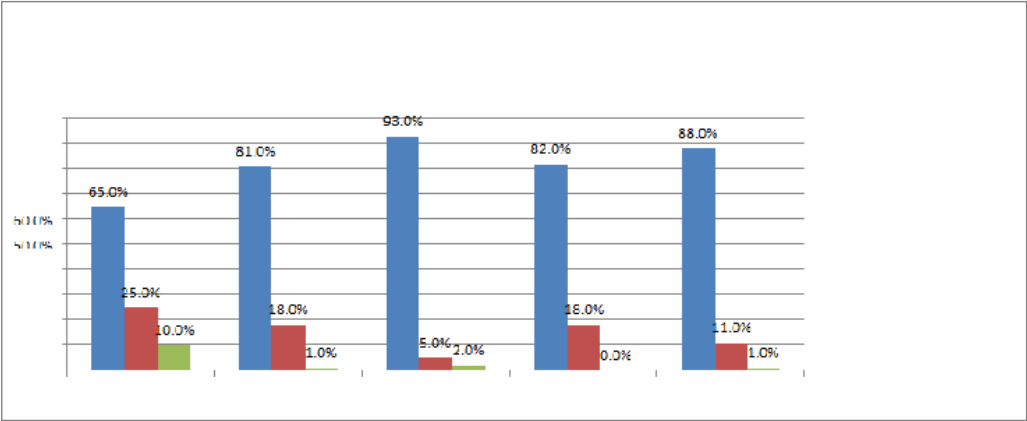
1st Year Full-Time Undergraduate New Entrants from Northern Ireland Counties by Age			
<i>Year</i>	<i>17/18/19 Years</i>	<i>20/21/22 Years</i>	<i>23+ Years</i>
2011/12	81.5%	14.2%	4.3%
2010/11	79.6%	11.5%	8.0%
2009/10	85.5%	8.5%	6.0%
2008/09	85.2%	10.2%	4.5%
2007/08	88.7%	5.6%	5.6%

<b>1st Year Full-Time Undergraduate New Entrants from Northern Ireland Counties by Discipline</b>					
	<i>2011/12</i>	<i>2010/11</i>	<i>2009/10</i>	<i>2009/09</i>	<i>2007/08</i>
<b>Education and Training</b>			1.8%		1.7%
<b>Arts and Humanities</b>	26.8%	17.7%	24.2%	19.9%	23.1%
<b>Social Science, Business and Law</b>	29.2%	23.0%	27.3%	34.7%	28.2%
<b>Science, Maths and Computing</b>	12.5%	13.3%	10.3%	7.6%	10.7%
<b>Engineering and Construction</b>	8.3%	6.2%	8.5%	9.2%	6.2%
<b>Agriculture and Veterinary</b>	3.0%	10.6%	7.9%	6.1%	6.8%
<b>Health and Welfare</b>	17.3%	20.4%	20.0%	22.4%	22.0%
<b>Services</b>	3.0%	8.9%	0.0%	0.0%	1.1%

<b>Students from Northern Ireland Counties enrolled on Postgraduate Courses in the Republic of Ireland</b>					
<i>Year</i>	<i>Masters Research</i>	<i>Masters Taught</i>	<i>Postgrad Dip/Cert</i>	<i>PhD</i>	<i>Total</i>
2011/12	5	39	4	48	96
2010/11	5	36	8	42	91
2009/10	7	45	9	50	111
2008/09	10	27	7	36	80
2007/08	11	40	10	31	92







## APPENDIX 6

### USA/Canada Trip



Monday, 11 <sup>th</sup> November	Meeting	Company / College
<p><b>Dr John Doran attended these meetings on behalf of LYIT.</b></p>	<p><b>Meeting</b> - Paul Williamson Director and <i><b>Industry</b></i> Co-coordinator at <i><b>Maine</b></i> Ocean &amp; <i><b>Wind Industry Initiative</b></i></p> <p><b>Place</b> - Portland Maine</p>	<p><b>10.00 a.m. – Meeting with port companies of Eastport, Searsport and Portland</b></p> <p>Meeting with John Henshaw, Director of the Maine Port Authority, Jim Nellegan, Sprague Energy Stephen Chute, Managing Director of ISHOFN Ltd/Phyto-Charter, to discuss potential of export of biomass to Ireland/Europe</p> <p>using Killybegs as a port at which to land biomass for onward distribution throughout Ireland and further afield. These ports are at present seeking to identify a European base for their operations and Killybegs is being proposed as a location which will fill their needs and bring substantial economic/job opportunities to Killybegs and surrounding areas. A number of specific potential commercial projects being followed up on arising from this meeting to assess viability, etc.</p> <p><b>11.00 a.m. – ORPC (Ocean Renewable Power Company)</b></p> <p>Meeting with Nathan Johnson, Director of Environmental Affairs and John Ferland, Vice President Project Development, of ORPC to discuss possibility of ORPC establishing their Europe base in Donegal and also the possibility of piloting an ocean wave/tidal device for the production of energy off the coast of Donegal. Donegal</p> <p>County Council/LYIT has been in discussions with ORPC for the past year. A number of specific actions, as above, are to be pursued arising from this latest engagement</p> <p>which would fit with our proposal to establish a Centre for Excellence in Renewable Energies and Marine Resources in Killybegs.</p> <p><b>12.30 p.m. – Maine Wind Energy Initiative</b></p> <p>Meeting with Paul Williamson, Director and Industry Coordinator of Maine Ocean &amp; Wind Energy Initiative, to discuss areas of potential collaboration with special reference to offshore wind generation. Cooperation to be followed up on in this regard. Collaboration also to be advanced with regard to Renewables Support Database based on model developed by MWEI. To be followed up by</p>

		LYIT and Donegal County Council working in collaboration with MWEI.
	<b>Mary Coyne Norris Irish Heritage Centre</b>	Meeting with Maureen Coyne Norris, Director and Committee of Maine Irish Heritage Centre with a view towards promoting partnership and collaboration between centre and County Donegal with specific reference to Donegal Diaspora Project. It is an aim of the Donegal Diaspora Project to establish links for mutual benefit with Irish Cultural/Heritage/Sports organisations and centres worldwide and it is intended to consolidate and build on the link with the Maine Irish Heritage Centre in this context.
		<b>7.00 p.m. – O'Neill &amp; Associates</b>  Meeting held with CEO Tommy O'Neill and CFO Shelley O'Neill to discuss support network for Donegal in greater Boston area. Also to discuss 2014 Tip O'Neill Irish Diaspora Award activities to be held in Buncrana in September of next year.

<b>Tuesday, 12<sup>th</sup> November</b>	<b>Meeting</b>	<b>Company / College</b>
	<b>Michael Graney Senior VP of business development  Springfield</b>	<p>Meeting with Congressman Richie Neal of United States House of Representatives and Mayor Domenic Sarno of Springfield. Discussion on present situation and implementation of Peace Process for Donegal and border region and assessment of benefits accruing to region arising from this. Congressman Neal has been leader of Friends of Ireland in the U.S. Congress and has been continually involved in Northern Ireland affairs over the past number of decades. Discussion on economic initiatives that are being planned and for which U.S. Congress support would be of assistance.</p> <p>Meetings held to discuss areas of common interest and potential collaboration with regard to e.g. Creative Economy, Tourism, Workforce Development, Enterprise Development, Regional Marketing initiatives. Meeting attended by Mike Graney, Senior Vice President of Business Development, EDC, Anne McFarland Burke, Vice President, EDC, Brian Houle, Spherion HR Development and Peter Ellis, DIF Design and Marketing. A number of</p>



		specific areas with regard to Creative Economy and Workforce Development identified for follow up for mutual benefit.
	<p><b>Worcester Chamber of Commerce</b></p> <p><b>Tim Murray</b>, President and CEO</p> <p><b>Billy Higgins</b></p>	<p>Tim Murray had cooperated with Donegal and launched our cross-border Diaspora Initiative (2008) while he was Lieutenant Governor of Massachusetts (2005-2013).</p> <p>We are now to initiate on a range of potential initiatives relating to Economic Development, Third Level Education Medical Research and Business Incubation. A number of specific leads are being followed up by Donegal County Council / LYIT in relation to e.g. a joint initiative relating to incubation space for business innovation at LYIT CoLab Centre (and the new North West Regional Science Park once completed). It is proposed to provide space for Massachusetts companies in Donegal and to have a reciprocal arrangement for Donegal companies in Massachusetts.</p> <p>The delegation were invited to and attended reception at the President's Museum, Worcester, and met with Massachusetts House of Representatives Speaker De Leo and other State Representatives, educational and business interests.</p>

<b>Wednesday, 13<sup>th</sup> November</b>	<b>Meeting</b>	<b>Company / College</b>
<b>President Paul Hannigan, Head of Development, John Andy Bonar attended these meetings</b>	<b>Senate President Therese Murray</b> Senate President	<p>Meeting with President of Massachusetts State Senate, Senator Therese Murray and with Samantha Dallaire, Economic Development Director, Office of Senate President and President's Deputy Chief of Staff, Kerry Harrison.</p> <p>President Therese Murray has been a strong supporter and advocate for Donegal and the North West of Ireland region in the U.S. The President led a delegation, which visited Donegal, in June of this year. Areas of partnership and potential collaboration with regard to Economic Development, Health Innovation, Renewable Energies, Creative Economy, etc, discussed. Specific actions to be followed up on with Massachusetts / North West Ireland Medical Innovation Park (co-located Donegal/Derry) being</p>

		advanced as a priority. LYIT to lead on this project in a Donegal context.
	<b>Boston College</b> <b>Dr Robert M. Mauro</b> Director Irish Institute, Center for Irish Programs  <a href="mailto:robert.mauro@bc.edu">robert.mauro@bc.edu</a>  (+001) 617.552.1999	<p>Donegal County Council, working closely with the Irish International Immigration Centre in its role in supporting Irish and Donegal immigrants to the Greater Boston Area. Meeting with Director Ronnie Millar and with Programme Directors, Ciara Lavery, Danielle Owen, Erika Bareiss, Janey Kain and Janey Tallarida. Discussions on support and advocacy work of the IIIC, IIIC Wider Horizons Youth Support Programme (aimed at young people from Donegal and Northern Ireland). J1 Visas, etc. IIIC provides direct support for Irish immigrants to Boston including undocumented, legal, health, housing advice and support, etc. The delegation received a comprehensive presentation on all aspects of this work. The IIIC expressed their appreciation for the support of Donegal County Council in their involvement to date and identified a number of areas where we could support the contribution of this important work. Update received on Comprehensive Immigration Reform Legislation and on State and National initiatives in this regard. Support of Donegal County Council and Irish Elected Representatives requested in this regard. Subsequent meeting held with Sr. Lena Deevy, Director Emeritus, IIIC, who has been a strong advocate for Donegal in the U.S.</p>
<b>Massachusetts Life Sciences Center</b>  Katie Joyce, Vice President for Policy and Domestic & International Government Relations, Massachusetts Life Sciences	The Massachusetts Life Sciences Center (MLSC) is an investment agency that supports life sciences innovation, research, development and commercialization. The MLSC is charged with implementing a 10-year, \$1-billion, state-funded investment initiative. These investments create jobs and support advances that improve health and well-being. The MLSC creates new models for collaboration and partners with organizations, both public and private, around the world to promote innovation in the life sciences	<p>JohnCullinane had visited Donegal in May of this year and had met with and provided mentoring and other advice for the CoLab located companies. Arising from this a number of areas of collaboration are being pursued. Work is underway with John Cullinane with regard to potential enterprise support mechanism for North West Ireland.</p> <p><b>WALTHAM, MASSACHUSETTS</b></p> <p><b>3.00 p.m. Massachusetts Life Sciences</b></p> <p>Meeting with Katie Joyce, Vice President for Policy and Domestic &amp; International Government Relations, Massachusetts Life Sciences. Mass Life Sciences had visited Donegal in June of this year as a part of the delegation led by Senate President Therese Murray. Areas of cooperation and potential partnership arrangements between business in Mass and Donegal discussed. LYIT to follow up on specific areas of potential in this context e.g. Mass Science led</p>

		International Innovation / Funding Programme for development of business in the Life Sciences sector.
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<b>Thursday, 14<sup>th</sup> November</b>	<b>Meeting</b>	<b>Company / College</b>
	<b>University of Massachusetts Lowell</b> <b>Dr. Frank Talty Co-director of the UMass Lowell Centre for Irish Partnerships,for mutual benefit</b>	<p>Mayor welcomed to UMass, Lowell by University Chancellor Marty Meehan. Partnership being developed between Donegal and Center for Irish Partnerships, UMass, Lowell. Presentations by Stephen McCarthy, Faculty of Engineering, UMass, Cynthia McGowan, Merrimack College, Teresa Park, Economic Development Director, Lowell City Council and Richard P. Howell, Lowell Historic Society, Stephen F. Tello, Office of Entrepreneurship UMass. Meeting also took place with Frank Talty, Director and Victoria Denoon, Development Executive of UMass Center for Irish Partnerships with regard to consolidation and further development of partnership between UMass and Donegal. LYIT to work with UMass, Lowell in advancing Massachusetts/North West Ireland Medical Innovation Project to be collated between Letterkenny CoLab / Science Park and Fort George, Derry. This work is to be progressed with Dr. Steve McCarthy of UMass, Lowell, who visited Donegal as part of State President Therese Murray's delegation in June 2013.</p> <p><b>BOSTON, MASSACHUSETTS</b></p> <p><b>3.00 p.m. Irish Consulate, Boston</b></p> <p>Meeting with Consul General Breandán O Caollaí and Deputy Consul who welcomed the delegation to the Consulate. Donegal Work Programme in Massachusetts discussed and areas of cooperation with Irish Consulate. Consul General advised that he would assist Donegal's efforts in all ways possible and looked forward to future cooperation with Donegal in its efforts to establish and consolidate links in the U.S. and will assist in ensuring that the Donegal effort fits with and compliments the broader Irish efforts in the region.</p> <p><b>5.30 p.m. Massachusetts State House</b></p>

		Reception for Mayor hosted by State Representative Gene O’Flaherty. Attended by representatives of the Donegal Association, Boston, representatives of Irish undocumented, Boston Irish Business Association, U.S. Political representatives, members of Donegal/Irish community in Boston and a range of key economic, cultural and education contacts for the greater Boston area.
	<b>Boston City Council</b>	
	<b>Boston Police</b>	

<b>Friday, 15<sup>th</sup> November</b>	<b>Meeting</b>	<b>Company / College</b>
	<b>Massachusetts Technology Collaborative</b>  <b>Pamela Goldberg</b> Chief Executive Officer	<b>Massachusetts Technology Collaborative</b>  Meeting with Massachusetts Technology Collaborative. Massachusetts Technology Collaborative had visited Donegal in June of this year as part of the delegation led by Senate President Therese Murray. Pamela Goldberg, Chief Executive Officer and Brendan Greally, International Affairs Officer attended on behalf of Massachusetts Technology Collaborative. A range of areas of cooperation across areas of technology were discussed. Massachusetts Technology Collaborative has state wide overview and provides links to a range of potential partners in this regard. Specific collaboration to take place in context of new North West Science Park Campus in Letterkenny.  <b>NEEDHAM, MASSACHUSETTS</b>  <b>12.00Noon Olin College of Engineering</b>  Meeting with Olin College of Engineering, Vincent Marno, College Provost and with other faculty members and student representatives. Olin College is an innovative college employing new methods of institution in all forms of engineering. Potential for cooperation and collaborative projects were discussed which will be followed up with the college by LYIT with a view toward transferring best practice from Olin College to LYIT School of Engineering.

		<p><b>NEWTON, MASSACHUSETTS</b></p> <p><b>2.30p.m. Lasell College</b></p> <p>LYIT has signed a formal partnership with Lasell College for student and programme exchange and collaboration. First student exchange to take place in 2014. Meeting with Michael Alexander, President of Lasell College and Professor Marty Walshe.</p> <p><b>Massachusetts Association of Independent Colleges and Universities</b></p> <p>Meeting with Rob McCarron, Vice President and Senior Counsel for Association. Rob McCarron visited Donegal as part of a Boston delegation led by Rep. Eugene O’Flaherty in June of 2012. This Association is providing support and is working to link Donegal with its network of 60 members for the purpose of exchange of information, experience and for identification of potential collaborations. The association members include some of the foremost universities in the world and this link offers Donegal access to expertise, knowledge and best practice from association members.</p>
	<p><b>Association of Independent Colleges &amp; Universities</b></p> <p><b>Rob McCarron</b> Vice President for Government Relations and General Counsel</p>	<p>Established in 1967 by college and university presidents, AICUM consists of 60 degree-granting, accredited independent, or private, colleges and universities in the Commonwealth. AICUM is the leading voice on public policy matters relating to independent higher education in Massachusetts. Rob McCarron will provide advice on how to fast track access to the 60 AICUM member colleges and universities.</p> <p><b>Visiting Lasell and Olin Colleges</b></p>

### **Trip to Toronto**

<b>Saturday, 16<sup>th</sup> November</b>		President and Head of Development travelled to Toronto.
<b>Sunday, 17<sup>th</sup> – Monday, 18<sup>th</sup> November</b>		<p>Attending colleges Ontario, Presidents Conference with over 1,000 delegates in attendance.</p> <p>The President made a presentation to the President of Ontario College regarding the emerging higher education Strategy in Ireland.</p> <p>Focused meetings with delegation from Ontario Colleges.</p>

# APPENDIX 7

## Women in Technology



## WOMEN IN TECHNOLOGY EVENT – FRIDAY, 29 NOVEMBER 2013 SCHEDULE

10.30 – 11.00    Keynote Address - Caroline Faulkner CEO Pramerica Letterkenny – Room 1101 and Room 1104

Student groups 1, 2, 3, 4, 5, 6, 7, 8 and 9

Group	School	Numbers
1	Finn Valley + 10 from Deelee College	40
2	St. Mary's + 10 from Deelee	30
3	Oakgrove + 10 from Deelee	30
4	Loreto L'Kenny + VEC (4)	24
5	Rosses	30
6	Killybegs	20
7	Moville (25) + Thornhill (4)	29
8	St. Cecilia's	20
9	Crana College (20) + ACCESS students (17)	37

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11.00 – 11.45    Industry Talks – Student groups 1, 2, 3 and 4 (120 approx) – Room 1101 for Speakers D, E and F

11.00 – 11.45    Industry Talks – Student groups 5, 6, 7, 8 and 9 (140 approx) – Room 1104 for speakers A, B and C  
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School	10.30 – 11.45	11.45 – 12.30
Finn Valley + 10 students from Deelee College	Room 1101	Room 3303
St. Mary's College + 10 students from Deelee College	Room 1101	Room 3305
Oakgrove College + 10 students from Deelee College	Room 1101	Room 3306
Loreto College VEC	Room 1101	Room 2269b
Rosses Community School	Room 1104	Room 2270a
Killybegs Community School	Room 1104	Room 2270b
Moville College Thornhill	Room 1104	Room 1406
St. Cecilia's College	Room 1104	Room 1407
Crana College ACCESS Students LYIT	Room 1104	Room 1408

**Maryrose Gallagher – Pramerica (Schedule)**

<b>Time</b>	<b>Room</b>	<b>School(s)</b>
11.00 – 11.15	1101 (Short Presentation to Group)	Finn Valley, Deelee College, St. Mary's, Oakgrove, Loreto + VEC Rosses, Killybegs, Moville, Thornhill, St. Cecilia's, Crana College + LYIT ACCESS students
11.45 – 12.00	1406	Moville + Thornhill
12.00 – 12.15	1407	St. Cecilia's
12.15 – 12.30	1408	Crana College + LYIT ACCESS
12.30 – 1.00	Lunch in canteen	

**Busi Nkwanyana – Pramerica (Schedule)**

<b>Time</b>	<b>Room</b>	<b>School(s)</b>
11.15 – 11.30	1101 (Short Presentation to Group)	Finn Valley, Deelee College, St. Mary's, Oakgrove, Loreto + VEC Rosses, Killybegs, Moville, Thornhill, St. Cecilia's, Crana College + LYIT ACCESS students
11.45 – 12.00	1408	Crana College + LYIT ACCESS
12.00 – 12.15	1406	Moville + Thornhill
12.15 – 12.30	1407	St. Cecilia's
12.30 – 1.00	Lunch in canteen	

**Louise Crotty - SITA (Schedule)**

<b>Time</b>	<b>Room</b>	<b>School(s)</b>
11.30 – 11.45	1101 (Short Presentation to Group)	Finn Valley, Deelee College, St. Mary's, Oakgrove, Loreto + VEC Rosses, Killybegs, Moville, Thornhill, St. Cecilia's, Crana College + LYIT ACCESS students
11.45 – 12.00	1407	St. Cecilia's
12.00 – 12.15	1408	Crana College + LYIT ACCESS
12.15 – 12.30	1406	Moville + Thornhill
12.30 – 1.00	Lunch in canteen	



**Sharon Green – Pramerica (Schedule)**

<b>Time</b>	<b>Room</b>	<b>School(s)</b>
11.00 – 11.15	1104 (Short Presentation to Group)	Rosses, Killybegs, Moville, Thornhill, St. Cecilia's, Crana College + LYIT ACCESS students
11.45 – 12.00	3303	Finn Valley + 10 students from Deelee
12.00 – 12.15	3305	St. Mary's + 10 from Deelee
12.15 – 12.30	3306	Oakgrove + 10 from Deelee
12.30 – 1.00	Lunch in canteen	

**Trisha Jordan – Pramerica (Schedule)**

<b>Time</b>	<b>Room</b>	<b>School(s)</b>
11.15 – 11.30	1104 (Short Presentation to Group)	Rosses, Killybegs, Moville, Thornhill, St. Cecilia's, Crana College + LYIT ACCESS students
11.45 – 12.00	3306	Oakgrove + 10 from Deelee
12.00 – 12.15	3303	Finn Valley + 10 students from Deelee
12.15 – 12.30	3305	St. Mary's + 10 from Deelee
12.30 – 1.00	Lunch in canteen	

**Mary Brennan - Pramerica (Schedule)**

<b>Time</b>	<b>Room</b>	<b>School(s)</b>
11.30 – 11.45	1104 (Short Presentation to Group)	Rosses, Killybegs, Moville, Thornhill, St. Cecilia's, Crana College + LYIT ACCESS students
11.45 – 12.00	3305	St. Mary's + 10 from Deelee
12.00 – 12.15	3306	Oakgrove + 10 from Deelee
12.15 – 12.30	3303	Finn Valley + 10 students from Deelee

**Gabby McGowan - Pramerica (Schedule)**

<b>Time</b>	<b>Room</b>	<b>School(s)</b>
11.45 – 12.00	2269b	Loreto + VEC
12.00 – 12.15	2270a	Rosses Community College
12.15 – 12.30	2270b	Killybegs Community College
12.30 – 1.00	Lunch in canteen	

**Patricia Jones - Pramerica (Schedule)**

<b>Time</b>	<b>Room</b>	<b>School(s)</b>
11.45 – 12.00	2270b	Killybegs Community College
12.00 – 12.15	2269b	Loreto + VEC
12.15 – 12.30	2270a	Rosses Community College
12.30 – 1.00	Lunch in canteen	

**Catriona Strain (Schedule)**

<b>Time</b>	<b>Room</b>	<b>School(s)</b>
11.45 – 12.00	2270a	Rosses Community College
12.00 – 12.15	2270b	Killybegs Community College
12.15 – 12.30	2269b	Loreto + VEC
12.30 – 1.00	Lunch in canteen	

# APPENDIX 8

## Scifest Competition 2014



### ***Scifest Competition 2014***

	<b>AWARD</b>	<b>NAME SCHOOL</b>	<b>PROJECT TITLE</b>	<b>CATEGORIES</b>
<b>1</b>	<b>SFI Discover Best Project Award</b>	<b>Christopher Carragher</b> , Our Lady's Secondary School, Monaghan	An electronic device to enhance independent living for those who suffer memory loss.	Senior Technology
<b>2</b>	<b>Joint Intel Award (Best Physical Science or Technology Project)</b>	<b>Christopher Carragher</b> , Our Lady's Secondary School, Monaghan	An electronic device to enhance independent living for those who suffer memory loss.	Senior Technology
	<b>Joint Intel Award (Best Physical Science or Technology Project)</b>	<b>Ronan Mac Gaoithin &amp; Eoin Mae Gaeithin</b> Colaiste Ailigh, Letterkenny, Co. Donegal	From sound to music - where science meets art	Junior Physical Science
<b>3</b>	<b>Newstalk Best Communicator Award</b>	<b>Aine Fealey, Michelle Mohan &amp; Catherine Irwin</b> Our Lady's Secondary School, Monaghan	Quantification of saliva in shared water bottles	Intermediate, Physical Science
<b>4</b>	<b>PharmaChemical Ireland Chemistry Award</b>	<b>Chelsey Barrowman</b> , St Mary's College, Derry	Are sports drinks the best drinks to replace electrolytes?	Junior Life Science
<b>5</b>	<b>Sustainable Energy Award (SEAI)</b>	Caitriona Madden & Nicola McLoone, Glenties Comprehensive School.	Human hair is a sustainable source	Junior Life Science

6	<b>NCE-MSTL Maths in Science Award (National Centre for Excellence in Mathematics and Science Teaching and Learning)</b>	Kaylan Barrowman, Aoife Bolster & Kennedy Keeney Robinson, V	Investigating the possible anti-bacterial effect of various laundry detergents on e.coli	Junior Life Science
7	<b>Irish Science Teachers' Association Award</b>	Lavina Blanking, St Mary's College, Derry	Investigating the effect of marinade ingredients on the formation of cancer causing HCAs (Safe, tastier food)	Intermediate Physical Science
8	<b>RSC School Chemistry Award Royal Society of Chemistry Education Division</b>	Ann Blanking, St. Mary's College, Derry.		

### ***LYIT Awards***

	<b>AWARD</b>	<b>NAME SCHOOL</b>	<b>PROJECT TITLE</b>	<b>CATEGORIES</b>
<b>1</b>	<b>Physical Science Senior Winner</b>	<b>Katie Hoad, Emma Govan &amp; Stephanie McGirr</b> , Abbey Vocational School, Donegal Town	A study into the composition of various types of ink. loss.	Senior Physical Science
<b>2</b>	<b>Physical Science Intermediate Winner</b>	<b>Lara Sweeney &amp; Aileen Ryan</b> Glenties Comprehensive School	An investigation of fitness levels amongst teenagers and implementing a programme that will enhance performance	Intermediate Physical Science
<b>3</b>	<b>Physical Science Junior Winner</b>	<b>Lee Breslin &amp; Eoin Gallagher</b> , St. Catherine's College, Killybegs	How do different surfaces affect bounce?	Junior Physical Science Lucy Baskin
<b>4</b>	<b>Life Science Senior/Intermediate Winner</b>	<b>Michelle Boyle &amp; Kate McGowan</b> , Abbey Vocational School, Donegal Town	Investigate the effects of certain herbal remedies on the digestion of starch with amylase	Senior Life Science
<b>5</b>	<b>Life Science Junior Winner</b>	<b>Chelsey Barrowman</b> , St Mary's College, Derry	Are sports drinks the best drinks to replace electrolytes?	Junior Life Science
<b>6</b>	<b>Technology Senior/Intermediate /Junior Winner</b>	<b>Jack McGettigan &amp; Ailbhe McGowan</b> , St. Catherine's college, Killybegs	See more bracelet	Junior Technology

## **APPENDIX 9**

**IBEC Event**

**“Making the North West Work”**



## Confirmed speakers

- Aaron Forde, CEO,  
Aurivo Co-operative Society Ltd
- Danny McCoy, CEO, Ibec
- Fergal O'Brien, Chief Economist, Ibec
- Michael O'Reilly, MD Phillips-Medisize Ireland  
and Ibec Regional President
- Padraig Monahan, MD, United Healthcare
- Paul Hannigan, President,  
Letterkenny Institute of Technology
- Sharon O'Connor, CEO, Derry City Council

## Why you should attend

- Shape policy priorities in the  
North-West region
- Influence senior policy makers
- Network with your peers and innovators
- Learn what Ibec is doing to help  
businesses in the region

## Who should attend

CEOs, business leaders and policy makers.

**Places are limited.**

**Book your place today at**

**[www.ibec.ie/seminar](http://www.ibec.ie/seminar)**







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Letterkenny Institute  
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