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

PRESIDENT'S REPORT

2015/16



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1. INTRODUCTION

2015/16 saw the Institute copper-fasten its regional engagement through formal MoUs with Donegal County Council and Donegal ETB. The regional remit of the Institute is growing year on year and our sphere of influence is expanding. The support of the Council was fundamental to the hosting of the visit of the Prince of Wales and Duchess of Cornwall. These events are all important in the impending Brexit situation and all support from stakeholders will be necessary to mitigate any negative repercussions.

The Institute continued to grow student numbers through new course development and staff are to be congratulated on this ongoing enthusiasm and hard work. The further expansion of CoLab with its relationship with Catalyst Inc has allowed greater engagement with industry resulting in greater opportunities for our graduates.

Our students continue to make LYIT a great place to work. Their work on behalf of the Institute whether in charitable endeavours or on the sporting fields continue to impress and we look forward to future successes.

While our financial situation remains a concern, every effort has been made to move back to a balanced budget position. This work will continue through 2016/17.

2. STRATEGIC PLANNING

2.1 *Strategic Plan 2014-17*

The Institute continued the implementation of Strategic Plan 2014-17. This was achieved primarily through the HEA Performance Compact, which is reported on below. The Institute is confident that it has proactively addressed the majority of the issues raised in the plan. Some specific issues will be covered in more detail within the report. The Institute's financial position continues to be a major concern and the Institute is working with both the HEA and the Department of Education and Skills to address this issue.

2.2 *HEA Strategic Dialogue Cycle 2*

The Institute had its annual Strategic Dialogue meeting with the HEA on Monday, 28 September 2015. The discussion at the meeting centred on the response from the HEA to the Institute's compact submission made earlier this year. The feedback from the HEA is included in appendix 1 as is the agenda for the meeting.

3. COLLABORATIONS

3.1 *Connacht-Ulster Alliance (CUA)*

On 21 October 2015 the Minister of Education and Skills, Jan O'Sullivan, TD confirmed her approval for the Connacht Ulster Alliance (CUA) Technological University (TU) Expression of Interest submitted on 4 March 2015 to proceed to Stage 2 of the Technological University process. In November 2015, the CUA submitted an application for financial support to the HEA fund for supporting restructuring of the higher education landscape. The application details how the ambitions of the CUA align with the national strategy for higher education. The CUA has received funding of €50,000 under the Teaching and Learning Enhancement Fund 2015. The funding enabled the three CUA Institutes to organise and deliver a Recognition of Prior Learning (RPL) e-Portfolio Roadshow in January 2016.

The consultation process particularly regarding the Connacht Ulster Alliance has continued within the Institute with meetings of the Institute's Executive Board and Executive Council following a special meeting of Academic Council in January. There have been significant changes in the higher education environment particularly regarding the Technological Universities Bill which did not proceed through the Oireachtas before the General Election. Given the outcome of the General Election there is likely to be significant changes to this Bill if it is to be tabled again. In addition, there will also be significant change to personnel on the Higher Education Authority and the Authority has recently advertised for a new Chief Executive. All of these issues have resulted in a degree of uncertainty regarding the Higher Education Landscape. The report from the Special Academic Council meeting of 22 January is appended (appendix 2) for information.

The CUA Presidents met the HEA on 11 May regarding a funding application previously submitted. The outcome of the process is outlined in the table below and shows funding of €757k for 2016 for the consortium. A project plan is currently being put in place for this year and the funding is dependent on achieving targets set. While the table below mentions merger the clear focus of the CUA is the achievement of the TU criteria at this stage.

Proposed Funding Allocations by Consortia 2015 – 2016 (€000)

Consortia I €m. *	HEA to date	2015	2016
CIT/ IT Tralee Merger (MTU)	€0.866	-	€1.2
DIT/ ITT/ ITB Merger (TU4D)	€1.316	-	€1.3
WIT / IT Carlow Merger (TUSE)	€0.170	-	€1.445
IT Sligo/LYIT/GMIT Merger (CUA)	€0.162	-	€0.757
DCU Incorporation	€1.817	€2.5	€3.6
NUIG Incorporation NUIG/SCHM/STAC	€0.450	€0.75	€0.871

*All 2016 allocations are preliminary, and subject to clarifications and formal approval by HEA.

3.2 *West/North-West Cluster*

The Dean of Graduate Studies from NUIG, Dr Lucy Byrne, attended a meeting at LYIT in November with staff who were considering undertaking structured PhDs with NUIG. A number of staff also attended an induction day at NUIG in January.

The detailed analysis of programme mapping and student pathways across the four institutions has now been completed. A series of discipline meetings were held with Deans and Heads of School in the Tourism, Hospitality and Culinary Arts, Nursing, Early Child Care, Health and Social Care, Performing Arts and Design areas were held between February and April. This work will form the basis for the draft Inter Institutional Articulation Agreement.

The Cluster Operations Group met in GMIT in February and NUIG in April. The April meeting conducted a review of the governance structures and operations group and adopted a more streamlined approach. The inaugural meeting of the Wild Atlantic Way Research group took place in the Life Building in NUIG on 8 April. The research day brought together researchers from the four institutions. Professor Stephen Boyd from the University of Ulster delivered the keynote paper highlighting the wide scope and potential for research on the Wild Atlantic Way. Both Fiona Monaghan (Fáilte Ireland) and Clodagh Berry (Western Development Commission) provided strong support for research in this area. The Western Development Commission in particular stressed the strategic importance for the region and its willingness to provide seed funding for this type

of research. The Cluster is working towards a formal establishment of the Wild Atlantic Way Regional Research Centre.

3.3 *Technological Higher Education Association (THEA)*

The above organisation has been established as a representative group for all Institutes of Technology including DIT. A useful explanatory note on the body is included in appendix 3.

3.4 *Cross-border Cluster*

It is likely that there will be a renewed focus on the North West Cross-border area within the new programme for Government. This commitment will support the various higher and further education bodies on both sides of the border to pursue a cross-border cluster.

The President hosted a dinner for the relevant stakeholders in the proposed cross-border FE/HE Cluster. In attendance were the Vice-Chancellor of University of Ulster, Professor Paddy Nixon, Chief Executive Donegal ETB, Anne McHugh, Chief Executive North West Regional College, Leo Murphy and the respective Chief Executives of Derry City and Strabane District Council and Donegal County Council, John Kelpie and Seamus Neely. The outcome of the meeting was that a funding proposal to support the Cluster would be prepared by the academic partners and submitted to the relevant local authorities to support the development of the regional cluster. This activity takes on an even greater significance given the outcome of the Brexit referendum.

3.5 *Engagement with Northern Ireland Science Park (NISP)*

3.5.1 *Buckingham Palace Visit*

The President was invited as part of an NISP delegation to visit Buckingham Palace on Tuesday, 13 October. This meeting was hosted by Prince Andrew who is a trustee of NISP. The invitees were made up of Northern Ireland based stakeholders of NISP and influential diaspora based in London. The objective was to raise the profile of the NISP and the work it is doing in Northern Ireland and on a cross border basis.

3.5.2 *SEUPB – Deputy Director General Nicolas Martyn Visit*

The President was invited to a meeting with Deputy Director General Nicholas Martyn in the NWRSP in Derry on Friday, 9 October. The Deputy DG was visiting a number of projects funded under Interreg and he was particularly complimentary of the work done on the cross border NWRSP.

3.5.3 *Sail of Papenburg Award*

The North West Regional Science Park was awarded the prestigious European Union ‘Sail of Papenburg’ Cross-Border Region Award 2015.

Awarded at the Association of European Border Regions Annual Conference on 12 November, during an event at the Representation of North-Rhine Westphalia in Brussels, the North West Regional Science Park was delighted to receive the prestigious ‘Sail of Papenburg’ Cross-Border Regions Award 2015, bestowed every year by the AEBR since 2002.

Martin Guillermo-Ramirez, Secretary General AEBR, offered congratulations to the North West Regional Science Park. He said that “The Sail of Papenburg is awarded to border and cross-border regions showing outstanding programmes and projects that are an exemplar of cross-border cooperation and a motivation to contribute

actively to a better understanding and better relations at the borders between the nations throughout Europe. This is the type of initiative that can be a perfect inspiration for other border and cross-border regions in Europe, as they are overcoming strong differences by implementing joint initiatives for a common future. We wish a long life to the NWRSP and encourage other European border regions to take good note.”

Philip Maguire on behalf of NISP and John Andy Bonar on behalf of LYIT, represented NWRSP at the ceremony.

3.5.4 Opening of NWRSP at CoLab

Richard Bruton, TD, Minister for Jobs, Enterprise and Innovation opened the NWRSP at CoLab on Monday, 30 November at 8.30 am. Over 100 guests attended what was a very successful launch.

3.5.5 Catalyst Inc. Launch

On Monday, 20 June, the NI Science Park made an announcement about the change of their trading name to Catalyst Inc.

The President, Secretary Financial Controller, Head of Development and CoLab Manager represented LYIT at the launch in the Innovation Centre in Derry.

NISP are still the same people committed to the same programmes, events and services, but they needed to bring their brand up to date to encapsulate ‘what they are’ and ‘what they do’. Their new trading name essentially strengthens the relationship with their different campuses, workspace and the Connect and Halo teams. NISP now have campuses in Belfast and Derry/Londonderry, and soon in Ballymena, which are home to 2,600 knowledge workers across 160 knowledge-based firms. While the rent and service charges sustain their estate as probably the most connected and agile workspace across Northern Ireland, their surpluses are invested to provide the underwriting, supplemented by both financial and pro-bono support from the private sector and sponsors, necessary for the community-led development of their entrepreneurial innovation ecosystem. Having proven their business model, NISP are ambitious to do more to scale their activities.

Their aim continues to be to make Northern Ireland one of the most entrepreneurial and inclusive knowledge economies in Europe by 2030 and in their ambitious 10-year plan they are targeting:

- 1 million square feet of space for Knowledge Economy businesses
- Supporting an additional 5,000 jobs across all of their sites

Most importantly building on their unrivalled support system for indigenous entrepreneurs to drive the knowledge economy

3.6 Loughs Agency

On Monday, 16 November, the President and the Head of Development attended a meeting with Loughs Agency in Derry.

The Loughs Agency was established on a cross-border basis to oversee the development of the marine and related resources of the Lough Foyle and Carlingford Lough sub-regions. John Pollock CEO, led the Lough Agency delegation which consisted of Senior Officials John Mc Cartney, Paddy Boyle and Kevin Wilson.

The Lough Agency is interested in collaboration with LYIT across a range of potential projects including Marine Tourism, Computing/Electronic Engineering, Environmental Science, Law and Legal Policy and Civil Engineering.

There have been a number of follow up meetings with individual Heads of School.

4. KILLYBEGS CAMPUS

4.1 School of Tourism Stakeholders Meeting

An LYIT Killybegs stakeholders meeting was held on 4 November 2015 in the offices of Enterprise Ireland, Dublin. The meeting was facilitated and chaired by Mr Seamus Neely, Chief Executive of Donegal County Council. The purpose of the meeting was to discuss the emerging regional development agenda for County Donegal and the role that the LYIT Killybegs Campus can play in achieving that agenda.

The meeting was attended by the Chief Executives/Senior Managers of Donegal County Council, Enterprise Ireland, Bio-Ingredients Ireland, Bord Iascaigh Mhara, Killybegs Fishermen's Organisation, Fáilte Ireland and Údarás Na Gaeltachta. Representatives from the Department of Education and Skills and the HEA also attended along with LYIT President, Secretary/Financial Controller and Head of School of Tourism.

The current and potential role of the LYIT Killybegs Campus was discussed in terms of tourism/hospitality/culinary arts education and training, seafood product development, sustainable energy training and industry based tourism training. The Chief Executive of Donegal County Council outlined the key role that it envisages for the campus in terms of the Donegal Local Economic and Community Plan (LECP). This was an important engagement to convene the HEA/DoES of the importance of the Killybegs Campus to regional stakeholders.

5. Springboard Outcome

LYIT was very successful in this year's HEA funded Springboard+ competition for the upskilling of people currently unemployed. LYIT was awarded 229 places to a value of more than €1 million, this was the third highest award in the country after UCD and Carlow IT.

The following table outlines the number of places approved.

Springboard 2015/16	
Programmes Funded:	Places
Higher Diploma in Science in Computing (conversion course)	25
MSc in Science in Computing in Systems and Software Security	12
Higher Diploma in Financial Services Technology	10
Master of Arts in Accounting	8
Masters of Science in Marketing Practice	8
BSc (Hons) in Construction Contracts Management	16

Certificate in Science in Computing in IT Support 1	25
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Additional:	
Certificate in Mainframe Technologies	15
Certificate in Private Cloud Technologies	20

Discontinued:	
Postgraduate Diploma in Science in Computing in Big Data Analytics	20
BSc in Construction Informatics)	20
BSc in Applied Virtual Design and Construction	20
Minor Award in Wind Energy Technology	12

6. *Startup Gathering*

LYIT was delighted to support the Startup Gathering Northwest event, which provided a platform to support and celebrate entrepreneurs and business success.

In the North West region, a series of three events was staged as part of the Startup Gathering – in Donegal, Sligo and Leitrim. The events were supported by IBEC, LYIT, IT Sligo, New Frontiers, Skillsnet and Bank of Ireland. LYIT hosted the event on Friday, 9 October.

The Donegal event, ran from 8.30 to 11.30 am, and was based on the concept of ‘Start, Scale, Succeed’. The Keynote speaker at the event was former RTÉ journalist, Irish Independent writer, and broadcaster, Kathy Donaghy. 70 Participants heard from three companies based in Donegal who are at the three distinct stages of business development – start up, scaling up and success. These were:

- Jenni Timony, owner of Maven Marketing (START)
- Karl Bonner, Managing Director, Irish Fish Cannery (SCALE)
- Liam Curley, Site Director of Abbott Diabetes Care (SUCCEED)

Each of the company founders shared their wisdom, tips and insights on the challenges and opportunities for North West businesses in 2015. Other guest speakers at the event included Paul Hannigan, President of LYIT, and Declan Thomas of IBEC. The event was chaired by Ocean FM’s Daniel Browne.

7. *International Office Update*

For September 2015 registration LYIT had 25 non-EU students register and 45 Erasmus students. The Non EU students are from Malaysia, China, India, USA, Morocco and Brazil. The Erasmus students are from France, Germany, Austria, Belgium, Spain and the Netherlands. The Erasmus students are coming from 16 different partner institutes. Three Erasmus students are at the Killybegs campus.

In September 2015 LYIT International department visited China, and met with one existing partner and 4 new potential partners. They are interested in our Computing; Business; Mechanical Engineering and Design programmes. They are interested in pathways onto our Honours degrees and Master’s programmes.

In October 2015, we will have delegations visiting from two American colleges – Worcester State University and Lasell College. They are interested in student exchange.

The International Office continues to progress our Internalisation Strategy focusing particularly on North America, especially Massachusetts in association with Donegal County Council. We are also prioritising South East Asia building on our strengths and established relationships in Malaysia and China.

We have made significant progress on international online recruitment and a dedicated Web based app for recruitment and induction of Non-EU International Students. We are also introducing a new method of online payment for International students.

LYIT has two Enterprise Ireland Ambassador students both from Malaysia. They will be writing blogs for the national EI website as well as for LYIT. They have recently undergone training in Dublin.

In Oct 2015 LYIT put together an Irish Youth team to represent Ireland in the Taipei International Youth Conference in Taiwan. 4 out of the 8 people on the team including the Team lead were connected to LYIT. SU Welfare Officer Olaide Anjorin lead the LYIT Delegation.

8. CONFERENCES

8.1 *Sport4Life Conference*

Sport4Life was launched on Tuesday, 15 September 2016 in the Finn Valley Centre, Stranorlar. Both the Head of School of Business Michael Margey and the Head of Department of Law and Humanities Anne Burke attended the launch.

The Sport4Life Expo & Conference took place in the Finn Valley Centre from the 13th to the 15th of November 2015. This was a showcase event featuring many different sporting groups and businesses who were on hand to promote and demonstrate new and current sport related products and services.

A conference took place during the weekend and two top athletes attended the event. Alastair Brownlee, Men's Triathlon gold medal winner at the 2012 Olympics in London and Irish athlete Maria McCambridge, winner of the 2013 Dublin City Marathon.

The Sport 4 Life Expo & Conference was held in association with Donegal County Council, Triathlon Ireland, Athletics Ireland, the HSE, Finn Valley Centre and BASICC.

8.2 *SDLP Conference*

The President was invited to speak at the SDLP Conference in Derry on Saturday, 12 March. He contributed to the session entitled "Stages of Learning" which was facilitated by Dolores Kelly, MLA and included contributions from Gerry Campbell, Colleges NI, Marie Lindsay, Principal, St Mary's College, Derry and Gerard Diver, MLA, SDLP, Employment and Learning spokesperson. This was a very well attended event and allowed the President the opportunity to emphasise the need for political support for cross border collaboration on education projects.

8.3 DICE Conference

This year's DICE (Design, Innovation, Creativity, Enterprise) took place on 6 April. The speakers were as varied as the programme offerings from the Department of Design & Creative Media at LYIT and engaged the audience with enthusiasm and passion. The 160-seater lecture theatre was overflowing and required additional seating for much of the day.

In keeping with last year's theme, the conference aimed to discuss the role of design in adding value to business and society, both in the minds of practicing designers and clients, and as a source of inspiration to students and practicing designers in the broad region of the North/North West of Ireland.

8.4 IBEC Conference

The President participated in a panel discussion as part of an IBEC Regional Insights Series hosted in Harvey's Point on Thursday, 12 May. The full agenda for the programme is attached in appendix 4.

8.5 Diaspora Conference

This event was hosted on the Letterkenny campus on 19 and 20 May. The conference was jointly organised by Donegal County Council and UMass Lowell an organisation that LYIT has a close affiliation with. By coincidence, Minister Joe McHugh was named as Minister for the Diaspora on the day of the conference and he addressed a packed audience on Friday morning, 20 May.

9. INSTITUTE EVENTS

9.1 "Hooked"

Killybegs Community Council, in conjunction with the School of Tourism (LYIT) and BIM held its first Fish Fest 'Hooked' on Saturday 26 September on the Killybegs Campus. Hooked received FLAG funding from BIM via the Fisheries Local Area Development Scheme.

The free event attracted in excess of 500 people and included a variety of fish and marine related activities and displays including: seafood cookery demonstrations, mackerel filleting speed trials, Lobster V-Notching, net making, fish information stands and local artisan food producers. The Killybegs Community Council held a 'design a logo for Hooked 2016' competition for local schools.

Hooked also included the Donegal Food Coast Chowder Cook Off competition which was sponsored by Donegal Local Enterprise Office (LEO) and voted by the public attending the festival. The competition winner was Kieran Duey, Nancy's Barn, Ballyliffin who graduated from the then Tourism College Killybegs in 1999. Nancy's Barn will represent Donegal in the 2016 All Ireland Chowder Completion in Kinsale.

9.2 Careers Fair

The LYIT Careers and Postgraduate Studies Fair took place on Monday 19 October. It was our largest event to date with in excess of 87 exhibitors present. A broad range of sectors were represented including IT, pharmaceutical, finance, retail, telecommunications amongst others. Many companies continue to return each year for example, Pramerica, Randox, Sita, Enterprise Rent-A-Car, Bank of Ireland, PWC to name but a few. In addition, we were delighted to welcome new additions including Aldi, Eir, Gartan Technologies, GSK and BIM.

In addition to recruiters, attendees had the opportunity to meet with a wide selection of postgraduate course providers from Ireland and the UK. Professional bodies and voluntary work providers were also represented.

In addition to the main event, we also hosted our successful CV clinic, which was staffed by local careers guidance experts as well as a selection of well attended topical careers seminars including: Getting started on LinkedIn, How to cope with Aptitude Tests, Dress for Success, Teaching as a career, careers in Accountancy, JET Japan programme and Washington Irish Programme. We also put together a Jobs Wall featuring details of live vacancies notified to us.

The event was advertised via Facebook, through local radio (Highland, Ocean and Raidió na Gaeltachta), local press and promotion in classes. This year we noted that there was a great representation from all year groups and disciplines.

The Careers Officer, Catherine Lyster acknowledged the contribution of the following people in ensuring the success of the 2015 Careers and Postgraduate Studies Fair: Brenda Hamilton, Mary Daly and the team in the Estates Office (caretakers and security), Liam Mc Intyre and the team in IT (especially Didier Hosain, Danny Morrissey and Aidan McIntyre).

9.3 *Read DL*

This year's chosen book was "Blood upon the Rose" commemorating the 1916 Rising. The initiative was launched on 4th February by Frank Mc Nally of the Irish Times who also was good enough to give a guest lecture to LYIT students that day. This year a record number of schools participated -54 in total. A closing ceremony was held in LYIT on proclamation day on 15 March.

9.4 *Women in Technology Event*

The Department of Computing hosted the Women in Technology event on Friday, 22 January. A total of 17 secondary schools from Donegal and Derry attended including Loreto Letterkenny, Loreto Milford, Holy Cross Strabane, VEC Letterkenny, Errigal College Letterkenny, St.Columba's Stranorlar, Finn Valley Stranorlar, Rosses Community School Dungloe, Colaiste Ailigh Letterkenny, Colaiste Chineal Eoghain Buncrana, Scoil Mhuire Buncrana, Carndonagh Community School, Colaiste Cill Chartha Glencolmcille, St. Catherine's Comprehensive Killybegs, Deelee College Raphoe, Moville Community School and the Comprehensive School in Glenties.

A total of 370 female secondary pupils heard keynote addresses from Ms Caroline Faulkner, Senior Managing Director and Chief Information Officer of Pramerica Systems Ireland and Ms Cathy McGowan, Director of Hybrid IT Services Global Delivery for FUJITSU in Derry. Caroline stated "Pramerica Systems Ireland is delighted to be connected with such an enriching and fulfilling event, Industry leaders play a significant role in encouraging young women into the technology sector. We need to inform young girls that a fulfilling, exciting and varied career awaits them, if they study in the STEM industries. Endorsements by female leaders in industry plays a fundamental role in this enabling process. This event outlines the importance of harnessing visible female role models to support the drive to attract young girls to the technology industry. Encouraging young girls to participate in programmes such as CoderDojo is a must; we have to show young women that a career in technology can be fun and also, rewarding. Creating an interesting and exciting learning environment in technology programmes is key to attracting young girls into this industry."

Cathy re-iterated Caroline's sentiment and added "Identifying the barriers to industry for young girls is so important. Dispelling myths that 'girls don't fit' is a key driver in attracting young women into this industry. Encouraging curiosity, by continuing to organise and host events such as this, is paramount." Cathy further

outlined how, “Parents have a very important role in this process, we also need to inform parents and outline the career paths available for their children, when choosing this industry.”

Following the keynote speeches, the students were divided into smaller groups for a Q&A session with female industrialists and our female undergraduate computing students at LYIT. Industries represented at this Q&A session included: United Healthcare Letterkenny, Fujitsu Derry, Seagate Derry, Randox Dungloe, Gartan Technologies Letterkenny, Pramerica Letterkenny, SITA Letterkenny, 8over8 Derry, Allstate Derry and Internetalia Donegal town.

9.5 Proclamation Day – 1916 Commemoration

The LYIT Library commemorated the centenary of the 1916 Easter Rising with an exhibition on the 15 March 2016. The exhibition focused on the national events leading up to the Rising, and the activities of local participants from Donegal in these events. As the exhibition had a strong local perspective the material drew heavily from Liam O'Duibhir's book *'The Donegal Awakening'*, and the recently published Donegal County Council's Heritage Pack *'County Donegal in 1916. From the Edge'*. There were also extensive contemporary news articles that have been re-published for the centenary by national and international newspapers. Also on display were books in both Irish and English covering this historical period and works of both fiction and non-fiction written by some of the major players.

The Irish flag was raised on both campuses, Killybegs and Letterkenny at 12 noon with the reading of the Proclamation, in Irish and in English, taking place at these events. Hundreds of students and staff gathered to watch these celebrations.

Proclamation Day activities at the campus ended with the closing ceremony of the READ DL initiative hosted by The Curve. Three Primary and two Post-Primary Schools attended this event and they displayed their artwork and creative writing projects at the closing ceremony. The author of the book, *'Blood Upon the Rose'*, Gerry Hunt, the book about the 1916 Easter Rising that students throughout Donegal schools had been reading, also attended the event. He spoke of “his overwhelming pride” at attending this event and how it was “an honour to see his writing come to life through the eyes of children.” The event closed with a keynote address from Paul Hannigan.

9.6 Sports Scholarships

Sports Scholarships were awarded to 19 students at Letterkenny Institute of Technology, on Monday, 22 February. In addition to these awards, a further 3 New Entrant Scholarships were awarded in September 2015.

The Sports Scholarships went to:

- Simon Archer, (Athletics), Gorey, Co. Wexford
- John Kelly, (Athletics), St Johnston, Co. Donegal
- Daire McDaid, (Soccer), Termon
- Paul McVeigh (Soccer), Portsalon, Co Donegal
- Fearghal Harkin, (Soccer), Clonmany
- Anthony Appiah, (Soccer), Letterkenny
- Jack Quinn, (GAA) Lifford
- William Gillespie, (GAA), Newtowncunningham
- Caolan McDaid, (GAA), Termon
- Shaun McGlynn, (Soccer Coach) Ballybofey

- Patrick McGrenaghan, (Soccer Coach) Culdaff
- Conal Johnston, (GAA Coach)
- Colin Clerkin, (GAA Coach) Castleblaney, Co Monaghan
- Shannon McDonald, (Ladies GAA) Greencastle
- Sarah Jane McDonald (Ladies GAA), Greencastle
- Liam Dorrian, (Basketball), Letterkenny
- Mark Quigley, (Rugby), Monaghan
- Sean McVeigh (Hurling), Letterkenny
- Gearoid O'Connor, (Hurling), Kilmuckridge, Co Wexford

9.7 Student Achievement Awards

The annual Student Achievement Awards took place at the Radisson Hotel Letterkenny on Tuesday 15 March, 2016. The event, which recognises the volunteer, civic, charity, community and sporting endeavours of students leading the clubs and societies programme at the institute, welcomed a strong crowd of students from the institute. Dylan Mc Gowan, Student Union President and Paul Hannigan, President, presented the awards on the night. Clubs and Societies Scholarships, to the value of €1,400, were awarded to 7 students on the night. The list of award winners was as follows:

Clubs and Societies Awards

Most Outstanding Club Member 2016 – Chris Chan, Law Society

Award for Civic, Charity and Community Engagement 2016 – Gaisce Society

Leadership Award 2016 – Denis Bourne, Android App Society

Best Society 2016 – Public Speaking Society

Scholarship Winners 2016

Scholarship 1 – Pauric Glackin, Canoe Club

Scholarship 2 – Chris Chan, Law Society

Scholarship 3 – Denis Bourne, Android App Society

Scholarship 4 – Klaudia Ciolkowska, Public Speaking Society

Scholarship 5 – Paul Lynch, LGBT Society

Scholarship 6 – Kevin Russell, Ultimate Frisbee Society

Scholarship 7 – Sandra Liubkeviciute, Public Speaking Society

Sports Awards 2016

Individual Sports Star Award 2016 – Peter Doherty, LYIT Soccer Club

Special Recognition in Sport Award 2016 – Geraldine McLaughlin, LYIT, Ladies GAA team

Team of the Year 2016 – Hurling Team

9.8 uCoding 2016 Competition

The Department of Computing hosted a Coding competition, uCode 2016, on Friday, 11 March. The competition was aimed at second level students interested in coding. The competition involved the students using the programming application ‘Scratch’. The task for the participating students was to produce a mini game with an educational theme for a particular age group. 38 teams of 3 students participated in the event. Schools represented included St. Columba’s Stranorlar, St. Eunan’s Letterkenny, Loreto Milford, St. Catherine’s Killybegs, Crana College Buncrana, Mulroy College Milford, Colaiste Na Carraige, St. Mary’s Derry, St. Cecilia’s Derry, Thornhill College Derry, St. Columb’s Derry and St. Joseph’s Derry. The winners of category 1 (age group 14 – 18)

were St. Columba's Stranorlar with runners up Thornhill College Derry. The winners of category 2 (age group 11 – 13) were St. Cecilia's Derry with runners up St. Eunan's Letterkenny.

Staff and undergraduates in the Department of Computing have been acting as volunteers throughout the county in the CoderDojo initiative. The uCode event is yet another step in the right direction at encouraging students to code. It is hoped that this event will ignite, and stimulate, second level students' passion for coding.

9.9 Road Safety Event

The Student Union wanted to make a big statement this year with regard to the importance of road safety to our students. The union organised an RSA shuttle bus on the campus, where students were able to learn the importance of seat belts and many other road safety precautions. Working closely together with the County Council, a mock collision was organised in an effort to capture the student's attention in an effective way. This event was very successful and a good crowd of students used the facility provided and attended the event. The student Union would like to thank Paul Hannigan, Billy Bennett and Fiona Kelly for all their help and support.

9.10 Sporting Successes

Soccer

The sports programme this year commenced with an impressive run for the Soccer Club who finished joint top of the Division One (North) table with Dundalk IT. LYIT subsequently defeated Carlow IT 'B' the League Semi-final to meet Dundalk IT in the Colleges & Universities League final. Letterkenny lost 3-2 in the game, which was played in Clones on 18 February in the Peace and Reconciliation Park.

GAA

The GAA ladies team won the Donaghy Cup in Dublin, on 1 February, by defeating Blanchardstown IT in the final by a score of 4-15 to 3-15. It was a day dominated by the scoring ability of Geraldine McLaughlin, who scored a total of 4-12 of the total Letterkenny score. The ladies team certainly left their best form until the late stages of the competition as they defeated IT Tallaght, in the Semi Final, a week before, scoring a total of 11 goals in that match, scores coming mainly from both Emma McCrory and Geraldine McLaughlin.

Hurling

The Hurling team secured a national title this year in winning the Corn Mac Diarmada in Cork defeating Robert Gordon University, Aberdeen, in the final. It was a rewarding victory for the team and their manager Paddy Lennon, who is a volunteer member of staff, and has looked after team affairs for the past years. Sean McVeigh and Gearoid O'Connor, both hurlers of considerable talent, had been awarded Sports Scholarships earlier in the year for their dedication to the club.

Boxing

Both Siadhbh Greene, a 1st Year Sports Coaching and Performance student, and Mark McCole were winners in the IATBA championships (Boxing) in the National Stadium in March. As a result, both were selected to compete in the Haringey Cup, (London) in June.

Athletics

Athletes, John Kelly and Gavin McLaughlin returned a Gold and Silver medal, respectively, in the Irish Universities Track & Field Championships organised by the Irish Universities Athletic Association and hosted in Santry Stadium, Dublin. John has displayed promise in his recent throws, with a 17.17metre distance recorded in his last winning outing.

9.11 *Design Showcase*

The Department of Design & Creative Media at Letterkenny IT was delighted to host FRESH* in June. This Graduate Exhibition opened on Thursday 2 June at 7pm in the Regional Cultural Centre, Port Road, Letterkenny with in excess of 100 in attendance. The exhibition continued for one week until Thursday 9 June.

This year's show included Animation, Digital Media Design, Product Design, Visual Communication/Graphic Design along with a selection of work from our accredited Life Long Learning offerings in Fashion Fundamentals and Photography.

A great deal of effort was invested in the preparation of the exhibition – by both staff and students and feedback from visitors to the Show was extremely high. It was considered our most successful exhibition to date with four graduating students securing high end design posts based on their displayed material.

Given the untimely death of Johnny Boyle, RIP, Lecturer in Design the students and staff dedicated the event in Johnny's memory.

10. VISITORS

10.1 *Royal Visit*

The Institute hosted a very successful visit by their Royal Highnesses the Prince of Wales and the Duchess of Cornwall on Wednesday, 25 May. The event was extremely well organised and as President I am indebted to everybody who worked so hard to make the event such a success.

10.2 *IDA Meeting*

On 20 April the President, Head of Department of Computing and Head of Development hosted an inward investor delegation from KeyedIn for the IDA.

The delegation consisted of: Martin Philips, VP of Development, KeyedIn, Kevin Hurley, Controller, KeyedIn, Donal Flavin, Project Executive, Technology Division, IDA Ireland, John Nugent and Marie McDaid, North West, IDA Ireland.

Over a working lunch a detailed discussion took place which we hope will assist KeyedIn in their expansion plans for their existing software development centre at CoLab.

10.3 *International Ambassadors*

Two of our Malaysian students, Weng Hong Au (final Year Accounting Student) and Steffi Chuah Sung Yi (third year Management) were LYIT's Enterprise Ireland International Student Ambassadors for 2015/16. They were invited to a special annual ceremony at Farmleigh House on Thursday, 21 April and were presented with Certificates of Recognition for the contribution they made this year to International student recruitment. The students were trained by Enterprise Ireland along with other Student Ambassadors chosen by Enterprise Ireland to be this year's Ambassadors. Both of our students have been blogging about studying in Ireland and Letterkenny in particular. The certificates were presented by Minister Jan O'Sullivan and representatives from the Malaysian Embassy were also present. Jill Murphy our International Education Manager attended the event

with the students. This is the second year we have had LYIT students selected for the Student Ambassador Scheme.

10.4 Chinese Visitors

On Sunday 23 and Monday 24 May 2016, LYIT welcomed a delegation from Chongqing University of Technology (CQUT) Sichuan, China. The five delegates from Chongqing University visited LYIT accompanied by three LYIT Chinese representatives. They visited LYIT and met some of our Senior Management team. An MOU was signed at the dinner on the Sunday evening. This was their first visit to LYIT and we were the only place they were visiting in Ireland. They are interested in establishing pathways for their students to join LYIT for degree completion in Accounting and Computing subjects. The party secretary, Mr Li Zhi Xiong, invited LYIT to visit their university in October 2016 to strengthen the collaboration and to look at more detailed subject mapping.

11. MISCELLANEOUS

11.1 Donegal County Council – MoU

On Wednesday, 20 January LYIT signed an MoU with Donegal County Council. This agreement reflects the ongoing work between the institutions and the ambitions of both organisations for the future. A copy of the agreement is included in appendix 5.

11.2 Opening SITA

The President and other members of staff attended the official opening of the new SITA building on Thursday, 15 October. The owner of the company outlined the importance of ongoing collaboration between the company and the Higher Education Institutions located in this region with particular emphasis on Letterkenny IT. This was a significant launch as SITA has grown out of Eland Technologies which began life in the CoLab.

11.3 Boston Trip

A report on the recent visit to Boston which comprised Donegal County Council, Derry City and Strabane Council, Ulster University and LYIT is included in appendix 6. The LYIT delegates had to return early to attend the Institute's graduations and therefore did not participate in the Golden Bridges Conference.

11.4 Global Irish Economic Forum

The President was invited to participate in the Global Irish Economic Forum on the weekend of Friday, 20 and Saturday, 21 November. In advance of this a number of delegates from the forum attended a meeting in the NWRSP in Derry on Thursday, 19 November. This event allowed a number of companies from CoLab to showcase their activities and a lunch was hosted by Ulster University at which a range of stakeholders attended. The Institute has developed strong engagement with the Department of Foreign Affairs arising from this activity.

11.5 Donegal ETB MoU

To coincide with the Donegal ETB, Adult Learner Fair on 20 January an MoU between LYIT and Donegal ETB was signed at the event (appendix 7). This was the culmination of ongoing discussions between the two bodies and it is hoped that there will be significant activity arising from this agreement.

It is timely that it coincides with Anne McHugh taking over as Chief Executive Officer of Donegal ETB and joining the LYIT Governing Body.

11.6 Allingham Arts Festival

The President was invited to participate in a panel discussion on Friday, 6 November at the Allingham Festival. The panel included international representatives from the design industry as well as Michael Tunney, Chief Executive of the County Donegal LEO. This was a very successful event.

11.7 Irish Language Scheme

The period of operation of the Institute's second language scheme (2012-2015) drew to a close in June 2015. Subsequently, a full scheme audit report was completed and returned to *Oifig an Choimisinéara na dTeangacha Oifigiúla*. A representative from that office visited the Institute on Friday, 11 December 2015 to conduct an intensive audit of compliance. While *Oifig an Choimisinéara* was satisfied that, on the whole, all commitments under Scheme 2 had been fulfilled, some areas of concern requiring further action were highlighted in their audit report. A copy of the audit report will be circulated in the coming weeks and specific areas will be contacted regarding any outstanding issues.

The Institute's third draft scheme under Section 15 of the Official Languages Act was formally approved by the Minister for Arts, Heritage and the Gaeltacht with effect from 12 October 2015.

The new scheme document has been circulated to all Institute stakeholders and has been uploaded to the website at <https://www.lyit.ie/aboutus/irishatlyit/officiallanguagesact/>. As this new three-year period of compliance begins, it's important to note that commitments outlined in previous language schemes will continue to remain in force, alongside any new commitments made in Scheme 2015-2018. As with preceding schemes, it is intended that progress under Scheme 3 will be closely monitored and recorded at quarterly intervals by means of electronic updates from Executive Council members. Compliance documentation is currently being prepared for this purpose and will be distributed in due course.

11.8 National Plan for Equity of Access to Higher Education

This Plan was launched by the Minister for Education and Skills, Jan O'Sullivan, TD in December and covers the period from 2015 – 2019.

The overall vision for the Plan is “To ensure that the student body entering participating in and completing higher education at all levels reflects the diversity and social mix of Ireland's population”.

The Plan has 5 goals in all that are delivered on through 8 specific targets that are set out for various categories of students. These goals and targets are measured and monitored through LYIT's commitments to same in the compacts. LYIT's record in this area is second to none nationally. The challenge for us is to continue to meet the commitments in our compact.

11.9 Donegal Medical Research Academy

The Institute acted as host to a one-day conference presented by Dr Michael Sugrue and his colleagues on Saturday, 23 January. This was the first collaborative event hosted under this heading and it is hoped that this will lead to additional activity in the coming months, particularly in the context of an evolving Interreg proposal.

11.10 Donegal Business Week Support

LYIT's Development Office and the CoLab were active participants in Donegal Business Week which is organised through the local LEO office and which ran from 7 to 11 March 2016.

Donegal's inaugural Angel Investment Pitch Session was run in the CoLab on Tuesday evening, 8 March, where 3 new businesses pitched for investment funding to a panel of investors. The session was chaired by Governing Body Chairman Mr Fintan Moloney and both participants and investors were pleased with the opportunities available.

On Thursday, 11 March, a session on Critical Thinking for Small Business with guest speaker James Martin, was held in the CoLab.

In addition to supporting these events on campus, LYIT staff also supported a number of the other 21 events held across Donegal throughout Donegal Business Week.

11.11 Church of Ireland Event

The Church of Ireland Bishop of Derry and Raphoe, Ken Good held a special event for his diocese in the college on Friday, 11 March. This event was to mark 2016 as a year of opportunity for the Diocese and it attracted an attendance of almost 1,000 people. The President attended the event which was extremely well hosted and great thanks is due to our Estates Office for providing such a professional service.

11.12 Eurashe Board Membership

On the 21 April, 2016 the President, was appointed as a Board Member of Eurashe (European Association of Institutions in Higher Education). Eurashe promote the interests of professional higher education in the member countries of the European Union and in other European countries.

11.13 Swim Ireland

The President has been nominated as an Independent Director to the Board of Swim Ireland. His position was formalised at the organisations AGM on Saturday, 28 May.

11.14 Dyslexia Association Presentations

The Donegal Dyslexia Association held its annual presentation evening on Monday, 25 April. The Institute has housed this initiative for almost 20 years and this year was the largest number of students receiving awards. The President, Paul Hannigan addressed the audience before the presentation and the Institute was thanked for its continued support of the initiative.

11.15 Enterprise Ireland

Julie Sinnamon, CEO, Enterprise Ireland visited the Institute on Friday, 4 September. This was an opportunity to update Enterprise Ireland on various initiatives that LYIT is involved in. The CEO of Donegal County Council, Seamus Neely also attended the meeting. A tour of CoLab and the NWRSP was included in the itinerary to allow some of the new companies meet with Ms Sinnamon.

11.16 Tip O'Neill Diaspora Awards

The annual Tip O'Neill Diaspora Award was hosted by Donegal County Council on Friday, 25 September. The award this year was made to Loretta Brennan Glucksman. This event continues to go from strength to strength.

On the fringes of the meeting, representatives from the Institute met staff from Drew University in the United States. Drew has had links with Bundoran in recent years and this relationship is developing.

11.17 HEA Gender Equality Report

The HEA National Review of Gender Equality in Irish Higher Education Institutions was published on Monday, 27 June. This report compares the performance of all Irish Higher Education Institutions under a number of different headings regarding gender equality. There are a number of far reaching recommendations which are likely to have an impact on all HEIs but the implications of these recommendations will need further consideration at a national level. The Institutional profile for LYIT is included in appendix 8.

11.18 Cedra Project - Donegal Atlantic Coastal Trail Project

Donegal's Atlantic Coastal Trail is an innovative food and marine tourism project focused on marine leisure and seafood experiences, which will advance rural, coastal and island economic development in County Donegal. The project is funded under the Department of Agriculture, Food and the Marine Commission for the Economic Development of Rural Areas scheme (CEDRA), Donegal County Council and Údarás na Gaeltachta.

Donegal's Atlantic Coastal Trail will incorporate a unique training programme, which will assist business owners and employees of all types of tourism enterprises. The Level 6 Special Purpose Award 'Certificate in Marine Tourism and Seafood Fundamentals' has been developed by LYIT's School of Tourism in collaboration with Donegal County Council and Údarás na Gaeltachta.

11.19 Relay for Life

The Institute hosted the annual Relay for Life fundraiser on the June Bank Holiday weekend. This year the weather was kind and a very successful event was staged. There was general praise for the work of institute staff in the preparation for the event and it is likely that it will run again next year.

11.20 Restart

LYIT has recently received funding from the ERASMUS+ programme for a ground-breaking entrepreneurship project. The RESTART project will focus on the needs of second time entrepreneurs - an under-served and fast growing group. Funding for the project was received from the EU Erasmus + programme administered through Leargas in Ireland and will be delivered over a 2-year period. The budget for the project is in excess of €300K.

The aim of the project is to develop a range of educational supports and training tools for entrepreneurs wishing to set up a business again. A key innovation in the project is the formation of Regional Alliances in each of the 4 participating countries and a tool kit will be developed to allow for the formation of other Regional Alliances throughout Europe. This means that the public and private sector organisations involved in supporting and training entrepreneurs in a region will be central to the development, testing and use of the training supports developed during the project.

LYIT is the lead partner on the project. The grant holder and project co-ordinator is Dr Pádraig Ó Gallchóir. He is delighted with the success of the funding proposal and believes that the project 'will complement existing entrepreneurship and innovative initiatives on campus and will support new start-ups and job creation in the region'.

There are a strong group of European partners involved in the project including: Stichting Business Development Friesland and The University Industry Innovation Network, both based in the Netherlands; Euro Perspectives Foundation based in Bulgaria; Momentum Marketing Services Ltd based in Ireland and Funditec from Spain.

Siobhan Grant has been recruited as the Project Officer on the project. The project was launched by Minister Richard Bruton on a recent visit to LYIT.

APPENDIX 1

HEA Feedback Strategic Dialogue 2



Letterkenny Institute of Technology (LYIT)

Strategic Dialogue Cycle 2 Reflections on Performance

Overview

- Overall LYIT has demonstrated good progress in achieving the objectives it set out.
- LYIT report mostly green lights (46) for attainment of their targets, with fewer yellow (18) and red (2).
- Where LYIT has made strong progress, this is demonstrated by the Institute's comprehension of their position within the cluster and particularly their position within a border county. They have identified strengths (e.g. access and participation) and are building on their strengths by achieving targets set around supporting learners and growing participation rates of access groups. They also address weaknesses (e.g. research and their position in the region as a border institute) and are working to develop these areas as longer term goals.
- LYIT must be commended for their attempts to improve their own capacity to analyse their position and address their needs, which comes through in the attainment of targets for Regional Clusters.
- What is not clearly coming through in the self-evaluation report is how much analysis has been based on national and international benchmarking. It is possible that LYIT has completed work in this area and if so, it would be useful to see evidence of this.
- Under the domain of Participation, equal access and lifelong learning, there are issues in terms of improvements in student retention within the institute and the report suggests that HEA action is necessary. In addition, much of this work was in development at the time of submission. It was expected that most of the planning work would have been completed at this stage.
- Under Institutional Consolidation, LYIT demonstrates an understanding of what is required and have adequately attained a number of targets. However the main area that still requires serious attention and resolution is LYIT's financial position, they are aware of this and are working to improve their position. HEA is being kept informed of these actions.

Self-evaluation report - domain level review

1. Regional clusters:

North-West Cluster

All institutions in the North-West cluster submitted a self-evaluation report under the heading of "Regional clusters". The objectives, targets and progress reported by the institutions was generally consistent across the cluster (see note below). Some institutions also submitted other regional cluster objectives, targets and progress relating to activity outside the North-West cluster.

Joint objectives in the case of the institutions included the establishment of a regional cluster (targets: cluster defined, governance agreed, agreement of cluster objectives, engagement with FE sector); co-ordinated academic planning (targets: mapping of programmes, research activity and civic engagement activities); and development of regional learning pathways (targets: development of a matrix of course provision, review of policies, scheme for progression, regional targets agreed).

Note: There was some minor divergence in the progress identified across the cluster. NUI Galway noted that all targets were achieved (marked green). LYIT noted that some targets had not been entirely achieved (marked yellow - mapping of research and civic engagement activity; agreement on regional targets). IT Sligo noted that some targets had not been entirely achieved (marked yellow – engagement with FE sector; mapping of lifelong learning, research and civic engagement activity; scheme for progression; agreement on regional targets). GMIT noted that some targets had not been entirely achieved (marked yellow – mapping of lifelong learning, research and civic engagement activity; scheme for progression; agreement on regional targets). All other targets for the three institutes were marked as achieved (green). St. Angela's reported progress in relation to regional clusters related mainly to incorporation with NUIG (marked green).

Overall, the North-West cluster has reported good progress against targets for 2014. It would be useful to see further commentary and supporting documentation on progress made. Further, where progress has been slower than anticipated, greater self-evaluation of the reasons for this, and any implications for 2015 or 2016 targets, would be welcome.

LYIT within the Cluster

LYIT has submitted information under the objective 'Continue engagement with crossborder education institutions to develop a cross-border higher education cluster', their evaluation of this objective demonstrates their progress on their cross border engagement activities which is an important area of development for the institute. In a review of their compact against their strategic plan, they have stated that a cross border cluster has been agreed with North-West Regional Group (NWRG) and UU. It is unclear how strong this arrangement is, but ultimately it represents progress in the area of cross border participation and development of the border cluster. LYIT set the target to develop a formal engagement with UU and have stated that this process is underway and formal arrangement is already in place.

LYIT set a target of exploring the possibility of accessing funding to support the cluster through the Special EU Programmes Body (SEUPB) and the North South Council which is a viable short term funding possibility. This area is still under development and no firm arrangements have been identified, dependent on the cyclic nature of SEUPB funding.

Note difference between Compact and self-evaluation report:

- Submitted in Compact 'Objective 1: To establish a regional cluster of the HEIs in the West/North-West Region (NUIG, GMIT, ITS, LYIT) with appropriate governance structures. It is also envisaged that a liaison will be established with the Mid-West cluster.'
- Submitted in self-evaluation report: 'Objective 1: Establish a cluster'
- Submitted in Compact: Objective 3: Develop regional learning pathways with partner institutes and further education institutions to provide clearly articulated progression opportunities among HEIs within the region.' Submitted in self-evaluation report: 'To develop regional pathways.'

2. Participation, equal access and lifelong learning:

LYIT have started out with this objective from a relatively strong national position, maintaining good access and lifelong learning participation rates consistently over the last number of years. They demonstrate a continued commitment to increasing participation and improving equal access. Their

enrolment figures in this area demonstrate steady increases over the last number of years, however their access targets for 2016/17 are proportionally high compared to previous increases and will likely need reviewing.

Objective 1: Ensure that the portfolio programmes on offer is in line with national policy objectives, LYIT's mission, the needs of employers and learner demand.

LYIT set five interim targets under this objective and overall satisfactory progress has been made against the targets.

In respect of targets around 'Increased engagement with secondary schools, FE colleges and other' and to 'Review supports and provision in respect of this cohort of learners', LYIT demonstrated progress along with a very good understanding of their position nationally and what they have to do to ensure that their targets in this area are met.

In respect of the target around 'Programme portfolio with strong evidence of employer support', LYIT has drafted an academic plan with reference to employers' needs and state that they have active participation in the NW Border Region skills forum, however there is no reference to, or evidence of, actual employer support through either direct conversation or use of the Employers' Survey to inform planning.

For the remainder of LYIT's targets under this objective, they appear to be adequately progressing with their objectives. There was not enough detail of how the programme portfolio was examined, however, apart from when it was examined as part of the drafting of the academic plan.

Note: Performance indicator data missing from objective 1 section and not complete for objective 2. Under one target for objective 2 'pilot retention initiatives (e.g. extended induction, Peer Assisted Learning)' detail included in the Compact was missing from the self-evaluation report.

Objective 2: Increase student numbers from outside of the traditional Leaving Certificate cohort
LYIT set 8 interim targets under this objective.

One target, to 'Review supports and provision in respect of this cohort of learners' demonstrated an ability to translate their understanding of their position nationally and their comprehension of the barriers that exist to prevent HE participation of particular access groups.

In respect of the target 'to agree definition of retention (harmonised with CUA/Regional Cluster) and set realistic annual improvement targets', this target was not met. It is unclear as to LYIT's difficulty in addressing this subject or communicating their lack of understanding of the issue to the HEA. LYIT had marked themselves with 'red' for the achievement of this target.

The remainder of targets demonstrated the institution's development of their understanding of the benchmarking process and their ability to be analytical in their self-evaluation.

3. Excellent teaching and learning and quality of student experience:

LYIT submitted a number of important targets under this domain and can demonstrate progress. Some worthwhile and important changes have been made and LYIT displays the capacity to

understand their academic position and make judgements on what they have to do to achieve their targets

Objective 1: Enhanced teaching and learning in order to deliver a vibrant high quality, inclusive learning environment for students.

LYIT set 9 targets under this objective.

For the first target, LYIT aimed to produce a new teaching and learning strategy. The strategy is under development and LYIT is working towards developing a coordinated plan. As the strategy is not yet complete, they have not successfully achieved this interim target. In earlier supplied documents, LYIT stated that they are restructuring staff and are engaging with the Teaching and Learning Forum in this regard.

In respect of an MA in Teaching & Learning, a specified target has been established. It is unclear, however, how many LYIT teaching staff have enrolled. The selfevaluation states that learning and teaching qualifications have been made available to all staff but it is unclear whether this is mandatory for new staff or optional. LYIT should provide further details.

In response to a benchmarking target for the INSS, LYIT has successfully established a response rate target for the INSS and benchmarked this. They have also successfully attained in excess of their targeted response rate. However, only one targeted area has been referenced in this evaluation. It would have been useful to see whether LYIT had plans to benchmark student satisfaction rates and target these for improvement - although in the objective below there is reference to using the survey to identify gaps in service provision. There is no information about how the response rate was improved.

LYIT set a target to agree with the HEA a definition of progression and set realistic improvement targets, however it is very unclear whether the definition was agreed or understood by LYIT. Non-progression rates seem to be static.

Objective 2: Enhance the quality of the student experience through improved student supports

LYIT set three targets under this objective. The first target was to use ISSE feedback to identify gaps in service provision; the ISSE feedback is formally fed back through programme boards and academic council, there is, however, not enough information about how this is done, how often and what the impact is when the feedback is used.

For the target to develop processes to capture student take-up of available supports, LYIT state that their access and learning support centre (The Curve) reports annually on this subject. However it is unclear whether the target was to improve on a process already in place, or establish a new process. LYIT should provide more detail on this project. For this target, they have also published an annual student induction and annual student handbook, again it is unclear whether this is a new project or the continuation of an existing project. LYIT stated that they were to set targets for student involvement in clubs and activities, however the progress report only refers to reporting and not to measuring targets.

LYIT participated in a joint CUA project to promote positive mental health, it was launched in 2013/14 and run again in 2014/15. The institution has achieved the target to launch this initiative.

Note: Performance Indicator information included in the Compact for objectives 2 & 3 is absent in the self-evaluation report.

Objective 3: Further develop LYIT's quality assurance processes

LYIT set two targets under this objective; to benchmark their QA processes against other HEIs and identify QA elements to be developed and updated. They have stated they have a new annual quality report and dialogue process with QQI and benchmark and identify progress through this. There is no information about how LYIT benchmark their processes against other institutions.

4. High quality, internationally competitive research and innovation:

Progress in this domain is slow but positive. The institute has come to the end of a research strategy (2008-13) and is still in the process of developing the next strategy. LYIT is reviewing their position nationally and internationally in the first instance, before developing an appropriate plan. They are working to build up a research base and the objectives contained under this domain are clearly linked to, and depend on the success of, target attainment under other domains such as Regional Clusters, Excellent Teaching and Learning and Enhanced Engagement with enterprise and the community and embedded knowledge exchange.

Objective 1: To develop a new Research and Innovation Strategy 2014-2017

LYIT set two targets under this objective, LYIT state that they are in the process of developing area plans linked to the strategic plan, based on this outcome. They have not fully achieved their targets for this objective and progress is dependent upon the completion of the new LYIT Strategic Plan, which was recently completed. The Institute is currently working on research and innovation synergies within the region but have not completed a full assessment of this yet.

Objective 2: Establish new National Research Centre in marine/seafood development

LYIT set one target under this objective, 'research themes reviewed and renewed and collaborative partners identified' and progress states that collaborative InterReg V projects are in development with QUB and UU. The report does not offer any supplementary information and it is difficult to assess whether collaboration or discussion has also taken place within the CUA as reference is only made to QUB and UU. The progress of the new National Research Centre is unclear. The outcomes under this objective will be considerable if achieved and LYIT should discuss the status of the relationship with QUB and UU- timelines and a project plan for the development of the centre.

Objective 3: Increase research income

LYIT set one target under this objective, to increase research income from €1m in 2012 to €1.25m in 2014. While they have reached the interim target, information about the sources of the contract research income is absent from the analysis.

Objective 4: Increase postgraduate research activity, infrastructure and enabling frameworks

One target, to increase postgraduate enrolments and research staff has been achieved. LYIT has increased their research student enrolments from 8 in 2012/13 to 16 in 2014/15 and have increased

their research staff from 10 in 2012/13 to 15 in 2014/15. It is noted that all staff are externally funded.

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

LYIT has developed links with local enterprise and the community. LYIT have attained targets but are still working on completing the work in some areas.

Objective 1: Strengthen engagement and knowledge exchange with enterprise

LYIT listed three targets under this objective. The first target relates to maintaining full occupancy at CoLab (collaborative business/start-up hub on the LYIT campus). LYIT has succeeded in attaining full occupancy in CoLab and state that there is strong demand for space in the new building. They have also completed an extension to CoLab.

LYIT's target to produce a plan of institutional strategy for external engagement has not been fully developed, there is no indication of when this task may be complete. As with other similar subject strategies under different domains, the development of the strategy has been dependent upon the completion of the LYIT strategic plan which was only recently completed.

The target to improve information provision to the region has involved participation in regional skills groups, the development of a regional planning group and a Lifelong Learning open evening. Progress is demonstrated, however, there is little indication of cross border information provision.

Objective 2: Enhance engagement with the community and public service

The information provided for the one target listed refers to one specific activity that targets information dissemination in the region; a new lifelong learning open evening which was launched in May 2014. The actions which denote success for LYIT are being an active participant in the North West Border region skills force and the establishment of a high level regional HE FE planning group, these activities, while helpful could be seen to be of a general nature and not specifically targeted at information provision to the region.

5. Enhanced internationalisation:

LYIT are making slow but positive progress in this area. They have succeeded in reaching some of their targets, however, they did not reach one target under the first objective. While LYIT have historically demonstrated a good level of international participation (students with international domiciliary but entitled to free fees), they do not demonstrate strength in fee paying international students and are attempting to grow this area. There is a lack of clarity surrounding the international enrolment targets (including the counting of Erasmus students) which has made a complete analysis difficult.

Objective 1: To increase the number of international students studying at LYIT

There are three targets under this objective and the first is to increase international students to 100, this target was assessed as 'green'. However the SRS data demonstrate that a total of 46 international students enrolled in 2014/15. Another target was to enrol 20 international fee paying

students, according to the LYIT Compact Performance 2014, 8 non EU fee paying students enrolled. The assessment also counts 26 non EU students (of which 8 of these are included in the non EU fee cohort). Clarification on these statistics would strengthen this analysis and an explanation as to why the institute has awarded themselves green lights for targets not fully attained.

Other targets including the development of an institutional strategy was reported as 'yellow' which is a project under development and seems relate to the CUA. The development of a transition studies programme for incoming non EU students was not achieved and was assessed as 'red', as this project has not yet started.

Objective 2: To develop a coordinated international strategy with regional educational partners: There was one target under this objective; to develop a regional international education strategy with improved supports for international students. The evaluation states the strategy has been agreed and that this work is operating through the CUA, however it is unclear whether the strategy exists or is in development.

7. Institutional consolidation:

Objective 1: To achieve financial sustainability

LYIT refer to the consolidation of Killybegs College of Tourism as the primary reason for financial instability and have based a number targets (5) under this objective on assessing programme offerings; an assessment of organisational structure; and exploring opportunities for shared services and processes within the CUA. They have made progress in these areas with an annual review of programmes by the Executive Board. They have made an attempt to offer more generic programmes. They have made modest progress in the review of organisation structures to enhance the deployment of human resources and have successfully explored opportunities for shared projects within the cluster. They have not concluded their position regarding the School of Tourism and are awaiting feedback from the HEA on their financial plan.

Objective 2: To pursue a trajectory that achieves re-designation as a technological university

The expression of interest for the TU application has been made. Under this objective, LYIT also attained targets to review the objectives of the CUA implementation plan; a continuation of the programme mapping exercise and a pilot on line QA survey. These targets have been mostly met.

8. Additional Notes:

LYIT has submitted two versions of the Compact, one which is the official agreement between the HEA and LYIT and another which aligns the compact objectives to the objectives in their Strategic plan. There do not seem to be any major differences, the document is an exercise in re-ordering and formatting the information to fit with their

Strategic plan. The LYIT Compact Performance 2014 document was used in this analysis as it included helpful supplementary information on their progress with targets.

APPENDIX 2

Report of Special Academic Council Meeting 22 January



Minutes of Special Meeting of Academic Council 10am on 21 January 2016

AC 15/40

Present

Mr Paul Hannigan, President, Chair
Mr Billy Bennett, Registrar, Secretary
Mr John Andy Bonar, Head of Development
Mr Michael Margey, Head of School of Business.
Dr Sean Duffy, Head of School of Tourism
Mr Denis McFadden, Head of School of Engineering
Ms Anne Boner, Head of Department of Civil Engineering & Construction
Dr Jim Morrison, Head of Department of Electronic and Mechanical Engineering
Dr Louise Mc Bride, Head of Department of Nursing and Health Studies
Ms Nollaig Crombie, Head of Department of Design and Creative Media
Mr Ciarán O hAnnracháin, Head of Department of Hospitality and Tourism and
Gastronomy & Culinary Arts
Ms Patricia Doherty, Head of Department of Business Studies
Ms Anne Burke, Head of Department of Law and Humanities
Ms Tena Patton, Academic Staff
Mr Austin Sammon, Academic Staff
Dr Paddy Hannigan, Academic Staff
Dr Nicola Anderson, Academic Staff
Dr Christina Forbes, Academic Staff
Dr Nick Timmons, Academic Staff
Dr Lynn Ramsay, Academic Staff
Mr John Devlin, Librarian
Mr Joe Coll, Academic Staff
Dr Eoghan Furey, Academic Staff
Dr Bill Scott, Academic Staff
Mr Finbarr Dunwoody, Academic Staff
Ms Deirdre McNamara, Academic Staff
Ms Maureen O'Neill, Academic Staff
Mr Ken McIntyre, Technical Staff

In Attendance

Ms Ann Marie Kelly

AC 15/41

Approval of Draft Agenda

The proposed agenda was approved.

The President made a presentation setting the context for the Council's subsequent discussion. This presentation addressed the performance of the Institute under a number of headings over the last five years. The focus of the meeting was to discuss the feedback from both the HEA and the Minister for Education and Skills regarding the CUA's expression of Interest. This feedback and the Institute's participation in the CUA needs to be examined in the context of commitments made by the Institute under collaboration and alliances within the LYIT Strategic Plan 2014-17. Significant work has been undertaken in the West-North West Cluster, in the CUA and also in the emerging Cross Border cluster. The Institute is attempting to balance these complimentary activities which are not mutually exclusive and to ensure that there is no detrimental impact on LYIT.

There was an open discussion among members with the following issues raised:

1. There is a significant gap in the performance of the CUA against the TU criteria specifically under the research heading.
2. As suggested in the correspondence from the HEA, the CUA objectives could be achieved other than through a merger. Should the institutes merge, LYIT will have little say in determining its own future as the headquarters of any new entity will likely not be in Letterkenny.
3. Is it the agreed view of the Executive Board at LYIT that we should move towards a stage 2 application at this stage, and ultimately a merger?
4. There should be a very definite focus on the North West which specifically in this context means County Donegal and its neighbouring counties in Northern Ireland. The location of Letterkenny IT, while seen as a negative by some stakeholders, could be seen as a positive in the context of a very focused regional strategy.
5. The Institute's financial position is a concern and it is important that financial independence is achieved before any commitments are made with respect to mergers. While there are some positive indicators in relation to the Institute's financial position this cannot be taken for granted.
6. The Institute must have a united front in dealing with any of these issues and this must be communicated clearly to other partner institutions and to the HEA.
7. The agreement of the Academic Council to support the CUA Expression of Interest was given as a good will gesture to the President at the time but given the negative response from the HEA to the submission it is important that the outcomes of a proper consultation process are listened to.
8. The previous Minister for Education and Skills, Ruairi Quinn, TD had proposed a consolidated Institute of Technology for the CUA. Given the response from the current Minister and the emphasis on a merger this position doesn't seem to have changed.
9. The Institute's participation and promotion of the CUA is at the expense of the Institute's cross border activity and the focus may have shifted to the North-East border region at the expense of the North-West.
10. LYIT needs to be confident about the significant contribution it makes on a regional basis. This is reflected in recent economic impact studies and also the level of engagement the Institute has across the region.
11. LYIT needs to consider the consequences of not being a member of the CUA and the possibility of a TU being created in a bordering region of which we are not a part.

This could have a significant negative impact on student recruitment as the university brand is likely to attract more students.

12. Given that the Institute has signed an MoU with Donegal ETB we need to be careful to balance the relationship between the ETB and the emerging TU so that we don't lose our identity and are pushed out of our position of strength.
13. Those IoTs that have not pursued the TU trajectory seem to have aligned themselves more significantly with the university partners in their regional clusters. This reflects the model LYIT had pursued with Ulster University under the NWGSA.
14. There is merit in the University brand and our students are as entitled to that recognition as any others. It also has an impact in attracting research funding and international staff and students.
15. While there is strong support for cross border collaboration the support from Ulster University has not been there over recent years to offer a counter balance to the CUA. This is a work in progress.
16. The HEA had funded the NWGSA in the past but there is no funding forthcoming for the CUA at this time.
17. There is a confusion to some external stakeholders regarding the Institute's intentions in pursuing the CUA, the West/North West Cluster and the Cross Border Cluster. It may be more beneficial to decide on one course of action and pursue this vigorously.
18. There are significant risks to the Institute no matter what course of action is pursued. Additional information is required before any rash action is taken.
19. Given the current circumstances and the uncertainty attaching to a number of issues a stage 2 submission would not be appropriate at this time and the Institute would need more focus on core activity before proceeding any further.
20. The Institute's financial position remains a concern in that it may allow the HEA to dictate a course of action and this needs to be resisted. The conversation with the HEA must be extended to include the management and cost of multi campus institutions.
21. There is concern that we could lose the reason as to why we were established in the first instance and it is important that we continue to serve the region.
22. There needs to be a more agreed focus across the Institute as to what is important and then specific actions should be pursued.
23. It is difficult to agree on one specific activity as all contribute to the development of the Institute and in the short term this specifically means a focus on growing student numbers while maintaining some control on costs.

It was agreed that members who hadn't contributed to the discussion could submit their contributions within the next week and these will be included as part of the deliberations. An agreed note of the discussion will subsequently be circulated to all staff as part of the internal consultation process. This note will be agreed by the end of next week.

Billy Bennett
Registrar
Date:

Paul Hannigan
President
Date:

Note:

Special Meeting of Academic Council on 21 January 2016

Since the meeting a number of individual submissions have been made by members of Academic Council. The recurring theme in each of the submissions is that we have come to a critical stage within the CUA given the correspondence from the HEA and the Minister. While there is recognition that University status would be beneficial to the region, the current collaboration of the CUA has the potential to be detrimental to LYIT, its staff and students. There is an opportunity cost to pursuing the CUA with no guarantee of a positive outcome. There is a strong view that a focus specifically on partners in a defined North-West region on a Cross-border basis should be pursued.

APPENDIX 3

THEA Explanatory Note



Information Note for Governing Bodies

Establishment of Technological Higher Education Association (THEA) to replace IOTI

In November 2014 the Presidents of the Institutes of Technology (IOT'S) initiated a process aimed at reconfiguring IOTI. The aim was to look at ways in which this new organisation could play a more central role in the world of higher education in Ireland. There is a strong conviction throughout the sector of the need for a sectoral group which can lobby effectively; represent the sector to the public and to all stakeholders; input in a timely and well informed way to policy development and critique and where necessary provide shared services to member institutions. This message was reinforced by the Minister for Education and Skills when she met with the Chairs of Governing Bodies last June and emphasised that the sector needs a stronger unified 'voice' which will help in negotiations with DES directly and with DES negotiations with DEPR. The unified 'voice' should be proclaiming what the sector is doing and also its success in terms of access.

This work has now been completed and the Board of IOTI have decided on the following approach:

- Rebranding of the organisation as the Technological Higher Education Association (THEA)
- Expanding of the eligibility for membership to include the President of the Dublin Institute of Technology
- Separation of the roles of the Board of THEA and a Council of Presidents along the lines of the Irish Universities Association
- Provision for the appointment of an External Chairperson to the Council if desirable
- A move from consensus decision-making to decisions based on majority views

APPENDIX 4

IBEC Conference Programme



**IBEC Regional Insights Series May 2016
'The Innovation Imperative'
North West Series**

**in
Harvey's Point Hotel**

Agenda

10.30 –11.00 Registration and networking over coffee/teas

11.00 –11.05 Introduction
Event Moderator
Daniel Brown, Commercial Director, Ocean Media

11.05 –11.10 Welcome address
Kevin Molloy, Customer Relationship Manager, Electric Ireland

11.10 –11.20 The Policy Landscape for Innovation
Tony Donohoe, Head of Education and Social Policy, Ibec

11.20 –12.00 Innovation in Practice
Panel discussion

- **Liam Curley**, Site Director at Abbott Diabetes Care, Donegal
- **Catherine McManus**, Technical Manager, Marine Harvest
- **Kevin Molloy**, Customer Relationship Manager, Electric Ireland

12.00 –12.20 Innovating for the Future Workplace
Fiona Higgins, Senior Manager, Knowledge Centre, Ibec

12.20 – 13.00 The Innovation Supports
Panel discussion

- **Vincent Cunnane**, President, Sligo Institute of Technology
- **Paul Hannigan**, President, Letterkenny Institute of Technology
- **Dr Barry Fennell**, Programme Manager, Knowledge Transfer Ireland

13.00–13.10 Closing address
Ibec Regional President
Ian Ireland, Chief Executive, Donegal Investment Group

13.10 Networking Lunch

APPENDIX 5

Donegal County Council MoU





Comhairle Contae Dhun na nGall
Donegal County Council



lyit

Institiúid Teicneolaíochta
Leitir Ceanainn
Letterkenny Institute
of Technology

MEMORANDUM OF UNDERSTANDING

between

Donegal County Council

and

Letterkenny Institute of Technology

8 June 2016

Recognising the very important responsibilities that both Donegal County Council and Letterkenny Institute of Technology have in delivering on national and regional policy objectives, both partners wish to further develop their capacities to achieve their respective missions via enhanced cooperation through this memorandum of understanding.

1. *Commencement and Duration of the Memorandum of Understanding (MoU)*

- 1.1 This MoU will take effect from 8 June 2016 between Donegal County Council and Letterkenny Institute of Technology.
- 1.2 The duration of this agreement is **five** years' subject to an annual review. At the end of this period the agreement may be renewed for a further period of five years.

2. *Scope of this MoU*

- 2.1 This document records an MoU between Donegal County Council and Letterkenny Institute of Technology covering collaboration between these two bodies to further enhance the capacity of both organisations and assist each body in delivering on key strategic objectives. This collaboration is seen as being significant for the development of Donegal and the broader North West region.
- 2.2 The formal MoU leverages the close working relationship that has been built up between Donegal County Council and LYIT over the past fifteen years which owes much to collaboration on An Straitéis – Donegal County Strategy 2002-2012. Both bodies are leaders in pursuing national policy objectives in relation to cross-border engagement and recent announcements regarding the North West Gateway Initiative (NWGI) will be an important focus of this enhanced collaboration.

3. *Strategic Priorities for Donegal County Council and Letterkenny Institute of Technology*

- 3.1 Donegal County Council
 - 3.1.1 Donegal County Council Corporate Plan 2015-2019 sets the strategic direction for Donegal County in terms of driving enterprise and growth, in supporting economic development and job creation, and enabling the delivery of quality services and supports. The Corporate Plan details a Vision, Mission Statement and six Strategic Objectives to be achieved over the lifetime of the plan.

Vision: "A vibrant, progressive and responsive Council working for the people of Donegal, whether at home or abroad, to develop sustainable, inclusive and prosperous communities."

Mission Statement: Serving our communities, supporting our businesses and welcoming our visitors.

Strategic Objectives:

1. To take a lead role in promoting sustainable economic development and job creation in Donegal.
2. To continue to manage, maintain and develop the physical, social, economic, environmental, community and cultural infrastructure in our county.
3. To provide accessible, efficient and good value services and supports.
4. To conserve, manage, support and promote our arts, culture, environment, heritage and languages.
5. To support and promote sustainable and inclusive communities.
6. To support and develop our organisational capacity to achieve our objectives.

- 3.1.2 The Donegal Local Economic & Community Plan 2016 - 2022 (LECP) is a key local policy instrument for Donegal and will underpin the Council's enhanced role in economic and local community development. The Corporate Plan has been informed by and is consistent with the high level goals of the Donegal LECP. It is a partnership plan prepared by the County Donegal Local Community Development Committee & the Economic Development Committee and was adopted by Donegal County Council on 25 January 2016.

The purpose of the Plan is to identify and implement actions to strengthen and develop the economic and community dimensions of the County and to reflect and support the implementation of existing and proposed National and Regional spatial, community and economic strategies. The seven Priority Goals of the Donegal LECP are:

1. To Develop Donegal as a Connected Place
2. To Harness Donegal's Natural and Human Capital
3. To Value, Sustain and Develop Our Culture and Creative resource
4. To Promote Sustainable, Inclusive and Healthy Communities
5. To Develop Donegal as a Lead Region for Learning, Research and Innovation
6. To Develop the 'Donegal' Brand
7. To Promote Entrepreneurship, Investment and Enterprise

3.2 Letterkenny Institute of Technology

LYIT's Strategic Plan 2014-17 *Our Commitment to the North West Gateway Learning Region*, was approved in 2014 and launched at the end of the 2014/15 academic year. Revised Mission and Vision statements were drafted for Strategic Plan 2014-17:

Mission:

Letterkenny Institute of Technology will confirm its significant ■ Nationally Significant national profile for excellence in higher education through the ■ Regionally Engaged pursuit of an ambitious development agenda informed by public ■ Student Centred policy, strong regional engagement, and a fundamental commitment to a student-centred ethos.

Vision:

- To be widely recognised as a leading higher education institute for the quality of our graduates and our employment-focused education programmes.
- To retain the excellent relationship that we enjoy with our student body and be an exemplar for student services and campus facilities.

- To play a key role in driving the development of the North West region through research, innovation and enterprise initiatives and our well established partnerships with education and industry bodies.
- To support the implementation of public policy and particularly the national higher education strategy, exploiting LYIT's particular strength and track record on cross-border engagement.

A total of 27 individual strategic objectives are detailed against the five strategic domains:

- a) Learning and Teaching: LYIT is committed to ensuring that students can fulfil their potential by empowering learners to take greater responsibility for their own learning on high quality coherent programmes of study that are closely aligned with the needs of employment.
- b) Student Experience: LYIT is determined to build on the excellent relationship that we enjoy with our student body by working collaboratively with students on all aspects of student services and campus facilities to contribute towards an improved student experience.
- c) Research, Innovation, and Enterprise: LYIT is focused on building a suitable framework of research supports to sustain and grow existing research centres, leveraging collaboration with partner institutions; in addition, the Institute will continue to offer a broad suite of services to local enterprise through CoLab and the North West Regional Science Park.
- d) Collaboration and Regional Engagement: LYIT is dedicated to maximising the unique benefits arising from our inclusion in two regional clusters and through strong engagement with stakeholders play a key role in regional development and promoting the region's rich cultural heritage.
- e) Sustainability and Resource Utilisation: LYIT is committed to achieving greater coordination between its various policy and strategy bodies, improving Institute capacity for data capture and evidenced based decision making, and taking significant strides in strategy implementation.

4. *Aims of the Partnership*

4.1 Initial aims of the partnership are consistent with the Donegal County Council Corporate Plan 2015-19, the Donegal Local Economic & Community Plan 2016 – 2022, and LYIT's Strategic Plan 2014-17. The initial aims of the partnership are:

- Promote sustainable economic development and job creation by working with stakeholders to address their various education and training needs.
- Support the further development of the local education infrastructure to enhance the region's reputation as a leading location for education provision.
- Develop the region's capacity for Research and Innovation.
- Promote and support Entrepreneurship, Investment, and Enterprise.
- Conserve, manage, support and promote the region's arts, culture, sport, environment, heritage and the Irish language.
- Deliver on the potential of cross-border collaboration through the North West Gateway Initiative and the opportunities available via Interreg funding.

- Examine opportunities for the sharing of resources to assist each of the partners to improve service provision.
- Continue the development of strategic international partnerships particularly through the Donegal Diaspora initiative.

It is envisaged that the aims of the partnership will be further developed on or before the first annual review of this MoU.

5. *Partnership Development and Planning*

- 5.1 A Strategic Planning Group will be established and meet quarterly to discuss the operation and strategic development of the partnership.
- 5.2 The Strategic Planning Group will set terms of reference to be agreed by the President (Letterkenny Institute of Technology) and Chief Executive (Donegal County Council) which will involve development of the partnership and proposals for the further enhancement of the relationship between the two parties.

Agreed on behalf of Donegal County Council

Agreed on behalf of Letterkenny Institute of Technology

Mr Seamus Neely, Chief Executive

Mr Paul Hannigan, President

Date: 8 June 2016

Date: 8 June 2016

APPENDIX 6

Report on Boston Trip



Golden Bridges / Massachusetts Networking Programme October 2015



The 2015 Golden Bridges event took place in Boston on the 21st and 22nd October. This event, which is organised by the Irish Echo newspaper, provides a valuable platform for the North West of Ireland in the United States. Donegal County Council and Derry City & Strabane District Council work in close cooperation in the context of this event. The event comprises of seminars, showcases, cultural events and an awards ceremony. The Golden Bridges event itself also presents an opportunity for the participating councils to network in Boston and the broader New England region as is set out in this report.

This year's event and associated activities were participated in from a North West Ireland perspective by Donegal County Council, Derry City & Strabane District Council, Letterkenny Institute of Technology, University of Ulster and Údarás na Gaeltachta. Companies such as Randox Teoranta, Irish Study Abroad Initiative and Sliabh Liag Distillery also participated in the Golden Bridges event.

The Golden Bridges event itself was formally opened by President Martin Meehan of the University of Massachusetts. The award ceremony was opened by Mayor Marty Walsh of Boston. As Cathaoirleach of Donegal County Council, I with Mayor Elisha McCallion of Derry City & Strabane District Council, took part in the opening of the overall event and of the awards ceremony.

The delegation met with a wide range of stakeholders during its visit, visiting Boston, Cambridge, Worcester and Gloucester. Meetings took place with educational, business, political, cultural and other stakeholders.

Discussions also took place with representations of the Donegal community in the greater Boston area and with those representing and lobbying for the undocumented members of our community in Massachusetts.

Sunday, 18th October Worcester, Massachusetts

□ Hibernia Centre

Reception and seminar at Hibernia Centre with welcome from Mayor Joseph Petty of Worcester, President and CEO of Worcester Chamber of Commerce, Tim Murray, President of Becker College, Robert Johnston and President of Worcester State University, Barry Maloney. The event was

attended by members of Worcester Chamber and representatives of Irish Organisations in the region. There were two panel discussions, and one focussing of the economic development of the North West of Ireland and the other on Third Level education in Ireland's North West.



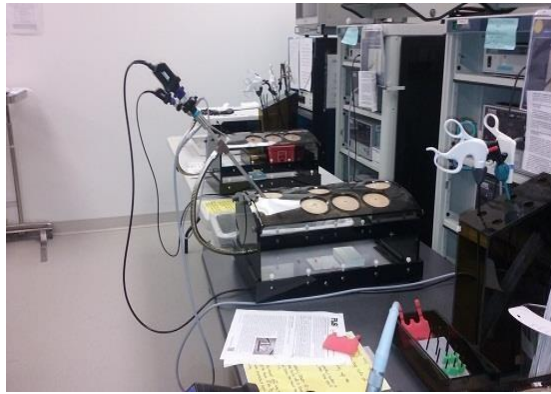
Monday, 19th October Worcester, Massachusetts

- **Worcester Chamber of Commerce**



Meeting with Tim Murray, President of Worcester Regional Chamber of Commerce (former MALT. Governor), Edward Augustus, Worcester City Manager and Pat Bench, former Trade/Economic Development Director for Massachusetts. Meeting discussed the North West of Ireland proposition for Massachusetts and the potential for two way investment and economic/education development. Worcester is the second largest city in New England (after Boston) and a number of links have already been established between Worcester and the North West. Additionally, dialogue around transatlantic economic development opportunities between the Donegal County Council, Worcester Regional Chamber of Commerce, and the City of Worcester continue to take place.

UMass Medical School, Worcester



Meetings at UMass Worcester Medical School attended by North West delegation. UMass Worcester is along with UMass Lowell partnering with LYIT on the M2D2 Medical Devices Incubator Project located at LYIT. The meetings held at UMass Worcester explored the possibility of a range of partnerships and collaborations for educational institutions and firms in North West Ireland as well as consolidation and further development of the M2D2 project. Meetings were hosted by Chris Philbin Vice President, and Jim Leary, Vice Chancellor of UMass Medical School, Worcester



Becker College/Mass Digi Project, Worcester

Meeting with Becker College, Worcester to consolidate existing partnership between LYIT and the Mass Digi Project located at Becker College in Worcester. Students from LYIT have already attended the Mass Digi Advanced Digit Gaming Programme and it is agreed that students from LYIT will continue to have places on this very much sought after programme in coming years. It is intended to identify and advance other areas of potential collaboration between Becker College and LYIT.

Worcester State University

Meeting with faculty at Worcester State University to build on existing areas of cooperation between Worcester State and Letterkenny Institute of Technology (and University of Ulster). Cooperation and collaboration has already been initiated in areas such as Nursing, Tourism and Engineering. Exchanges between LYIT and Worcester State were initiated in 2015 and will continue next year and beyond.

Boston, Massachusetts

O'Neill and Associates, Boston

Meeting with Tom and Shelley O'Neill of O'Neill and Associates. Discussions on next phase of Tip O'Neill Irish Diaspora Award and on references of potential business to Donegal and North West of Ireland.



Tuesday, 20th October

Harvard University, Cambridge



Delegation visited Harvard University where they were hosted by Nuala McGowan, Susan O'Connor Gomes and Patrick Fitzgerald of Harvard University. Opportunities for collaboration in areas of Research and Development discussed at various meetings with potential for research project and access to postdoctoral studies for Randox Teoranta, Dungloe being a specific area of focus. A number of areas for potential collaboration are now being identified and will be followed up on over the coming months.



Irish Consulate General, Boston



The delegation was hosted for a meeting at the Irish Consulate General in Boston by the newly appointed Consul General

Fionnuala Quinlan. Discussions on areas of cooperation between Irish Consulate and North West

Ireland local authorities/educational institutions and development agencies in terms of economic, educational and job creation

activities. A number of specific areas for follow up agreed and Consul General to maintain support for agencies and for firms from North West seeking to do business in the US.

Boston Irish Business Association

Reception and networking event hosted by the BIBA for the North West delegation attended by the Business Association members.



Wednesday, 21st October

- **Invest Northern Ireland**

Invest Northern Ireland hosted a business breakfast for the North West delegation which was attended by a range of agencies and interest groups. The meeting was addressed by the Cathaoirleach Ciaran Brogan and Chief Executive Seamus Neely. Issues relating to attracting inward investment to the North West of Ireland were discussed at the meeting.



- **Cook Inlet Tribal Council (CITC)/E Line Media**

Meeting held at Irish Consulate by Donegal Delegation with representatives of Cook Inlet Tribal Council (CITC) and E Line Media with regard to their proposal to establish a digital gaming project in Donegal. This is to proceed to formal proposal stage for feasibility at this stage.

- **Center for Irish Partnerships, UMass Lowell**

Meeting held with Directors of Center for Irish Partnerships UMass Lowell (Frank Talty and Victoria Denoon). UMass Lowell to partner with Donegal County Council on 2016 Diaspora Conference to be held in Donegal in May 2016.

Golden Bridges Showcase/Panels

Donegal/North West Ireland Delegation attended the Golden Bridges Showcase in the Seaport World Trade Centre, Boston. The event was opened by Marty Meehan, President of UMass. The Cathaoirleach and the Mayor of Derry also welcomed those in attendance. A special award was made to Boston Police Commissioner Bill Evans. A number of panel discussions took place profiling Irish related economic social and cultural organisations working in Massachusetts.

Thursday, 22nd October

- **Golden Bridges Economic Development Seminar**

The Golden Bridges Economic Seminar held on the morning of Thursday, 22nd October addressed a range of sectors and issues of relevance to the economy of the North West of Ireland and had broad participation from stakeholders from the Massachusetts region.



- **Golden Bridges Awards Lunch**

The annual Golden Bridges awards lunch was opened by Mayor Marty Walsh along with Cathaoirleach Ciaran Brogan and Mayor Elisha McCallion. As in previous years, the awards recognised achievements on the behalf of Ireland and the Irish Diaspora in a range of fields e.g. economic, cultural, sporting, immigration issues, etc. Two of this year's recipients were Denise Trimble, Secretary of the Boston Donegal GAA Club and Father John McCarthy, Chaplain to the Boston Irish Pastoral Centre (see attached list of award recipients).





Friday, 23rd October

- **Merrimack Pharmaceuticals**

Meetings held with Merrimack Pharmaceuticals with regard to possibilities of support for projects such as Donegal Clinical Research Academy. Also opportunities for partnership with companies in the North West of Ireland explored.

- **Gloucester City Council**

Meeting held with Mayor and Executives of Gloucester City Council. A number of Donegal owned companies are located in Gloucester which has an economy similar to that of Killybegs in Donegal. Opportunities for partnership and mutual benefit in sectors such as fishing and related industries, marine tourism and ocean energy are being explored.



- **Massachusetts State House**



Reception for North West Ireland delegation hosted at Massachusetts State House. Jay Ash, Secretary of Housing and Economic Development for the Commonwealth of Massachusetts attended on behalf of Governor Charlie Baker. Gene O'Flaherty, Corporation Counsel, Boston City

Council and a range of State Representatives; Rep Dan McGonigle, Rep Mary Keefe, Rep Nick Collins and Rep Tim

Whelan. This reception was also attended by members of the Donegal Community in Boston. Also in attendance was former State Representative Gerard Francis Doherty of Charlestown.



APPENDIX 7

Donegal ETB MoU





lyit

Institiúid Teicneolaíochta
Leitir Ceanáinn
Letterkenny Institute
of Technology



etb

Bord Oideachais agus
Oiliúna Dhún na nGall
*Donegal Education and
Training Board*

MEMORANDUM OF UNDERSTANDING

BETWEEN

Letterkenny Institute of Technology

AND

Donegal Education and Training Board

DATE: 20 January 2016

Recognising our shared history as the primary providers of Post-Primary, Further and Higher Education as well as Training opportunities in Co. Donegal, Letterkenny Institute of Technology (LYIT) and Donegal Education and Training Board (Dgl ETB) wish to further enhance their cooperation through this memorandum of understanding.

1. Commencement and Duration of the Memorandum of Understanding (MoU)

1.1.1 This MoU is dated 20 January 2016 which will take effect from 20 January 2016 between the Letterkenny Institute of Technology and the Donegal Education and Training Board.

1.1.2 The duration of this agreement is **five** years, subject to an annual review. At the end of this period, the agreement may be renewed for a further period of five years.

2. Scope of this MoU

2.1 This document records a MoU between Letterkenny Institute of Technology and Donegal Education and Training Board to develop a relationship whereby the two parties recognise each other as partner organisations. The relationship is seen as being of benefit to both organisations and the North-West region.

2.2 The formal MoU builds upon a long history of collaboration and an established partnership between the two institutions which has been beneficial to both and one that is consistent with the National Strategy for Higher Education to 2030 and government policy in respect of regional clusters. The overall objective is to provide for enhanced progression opportunities and pathways for learners consistent with the Further Education and Training Strategy, 2014-2019.

3. Aims of the Partnership

- 3.1 The aims of the partnership are consistent with the strategic plans and strategic statements of both Letterkenny Institute of Technology and Donegal Education and Training Board. The principles involved include the determination:
- To widen and increase access to educational opportunities for students in the West/North-West regional cluster.
 - To provide greater opportunities for students to pursue flexible programmes of study, including the use of Recognition of Prior Learning and Work Based Learning.
 - To map further and higher education programme provision in the region and to facilitate more seamless progression routes between programmes provided by both Donegal Education and Training Board and Letterkenny Institute of Technology.
 - To identify gaps in provision and opportunities for new programmes linked to recognised national and regional skills needs.
 - To map the further and higher education infrastructure of Donegal Education and Training Board and Letterkenny Institute of Technology, with a view to enhancing learning opportunities and the student experience.
 - To provide high quality educational and training provision which builds on the strength of both partners and allows development in allied areas.
 - To provide developmental, scholarly, and research opportunities for staff and to benefit from complementary areas of expertise.
 - To further develop a community of practice between the two partner organisations.
 - To assist in the identification of employer skills needs at local and regional level.

4. Partnership Development and Planning

- 4.1 A Strategic Planning Group will be established and meet quarterly to discuss the operation and strategic development of the partnership.
- 4.2 The Strategic Planning Group will set terms of reference to be agreed by the President (Letterkenny Institute of Technology) and Chief Executive (Dgl ETB) which will involve development of the partnership and proposals for the further enhancement of the relationship between the two parties.

Agreed on behalf of Donegal Education
and Training Board

Agreed on behalf of Letterkenny Institute of
Technology

Ms. Anne McHugh, Chief Executive

Mr Paul Hannigan, President

Date: 20 January 2016

Date: 20 January 2016

APPENDIX 8

HEA Gender Equality – Institutional Profile at LYIT



Letterkenny Institute of Technology – Institutional staff profiles by gender

LEADER	Male President			
ALL STAFF BY GENDER (September 2015)	WTE 181.8	% of total staff Female Staff 53%	WTE 161.6	% of total staff Male Staff 47%

GOVERNANCE AND MANAGEMENT STRUCTURES	GOVERNING AUTHORITY/BODY (September 2015)		ACADEMIC COUNCIL (December 2015)		EXECUTIVE MANAGEMENT (December 2015)	
	Female No. (%)	Male No. (%)	Female No. (%)	Male No. (%)	Female No. (%)	Male No. (%)
	7 (37%)	12 (63%)	17 (44%)	22 (56%)	1 (12%)	7 (88%)

STAFF BREAKDOWN BY GENDER

FEMALE STAFF			MALE STAFF		
STAFF BY CATEGORY OF POST (SEPTEMBER 2015)					
	No. (WTE)	%		No. (WTE)	%
Academic Core-Funded Staff ¹	89.9	50%	Academic Core-Funded Staff ¹	90.8	50%
Non-Academic Core-Funded Staff ²	84.7	60%	Non-Academic Core-Funded Staff ²	55.9	40%
Research/Specialist Academic Staff ³	0.0	0%	Research/Specialist Academic Staff ³	0.0	0%
Research/Specialist Non-Academic Staff ³	7.2	33%	Research/Specialist Non-Academic Staff ³	14.9	67%

STAFF BY DISCIPLINE (SEPTEMBER 2015)			STAFF BY DISCIPLINE (SEPTEMBER 2015)		
Academic Core-Funded Staff	No. (WTE)	%	Academic Core-Funded Staff	No. (WTE)	%
Arts Humanities Social Science Business and Law (AHSSBL)	35.3	56%	Arts Humanities Social Science Business and Law (AHSSBL)	27.6	44%
Science Engineering Technology Mathematics Medicine (STEMM)	43.7	46%	Science Engineering Technology Mathematics Medicine (STEMM)	52.1	54%
Other*	11.0	50%	Other*	11.1	50%
Non-Academic Core-Funded Staff	No. (WTE)	%	Non-Academic Core-Funded Staff	No. (WTE)	%
Arts Humanities Social Science Business and Law (AHSSBL)	3.7	44%	Arts Humanities Social Science Business and Law (AHSSBL)	4.8	56%
Science Engineering Technology Mathematics Medicine (STEMM)	9.0	47%	Science Engineering Technology Mathematics Medicine (STEMM)	10.0	53%
Other*	72.0	64%	Other*	41.1	36%

ACADEMIC CORE-FUNDED STAFF BY GRADE (3 YEAR AVERAGE DECEMBER 2013 – DECEMBER 2015)			ACADEMIC CORE-FUNDED STAFF BY GRADE (3 YEAR AVERAGE DECEMBER 2013 – DECEMBER 2015)		
	No. (WTE)	%		No. (WTE)	%
Senior Lecturer [~]	7.3	49%	Senior Lecturer [~]	7.7	51%
Lecturer [^]	60.1	49%	Lecturer [^]	61.4	51%
Assistant Lecturer	23.7	54%	Assistant Lecturer	19.8	46%

ACADEMIC CORE-FUNDED STAFF BY CONTRACT TYPE (SEPTEMBER 2015)**			ACADEMIC CORE-FUNDED STAFF BY CONTRACT TYPE (SEPTEMBER 2015)**		
	No. (WTE)	%		No. (WTE)	%
Full-Time Permanent	71.0	48%	Full-Time Permanent	77.0	52%
Full-Time Temporary/Contract	7.0	44%	Full-Time Temporary/Contract	9.0	56%
Part-Time Permanent	6.9	54%	Part-Time Permanent	6.0	46%
Part-Time Temporary/Contract	0.0	0%	Part-Time Temporary/Contract	0.0	0%
Hourly Paid/Casual	2.7	70%	Hourly Paid/Casual	1.2	30%

NON-ACADEMIC CORE-FUNDED STAFF BY PAY GRADE (SEPTEMBER 2015)			NON-ACADEMIC CORE-FUNDED STAFF BY PAY GRADE (SEPTEMBER 2015)		
	No. (HC)	%		No. (HC)	%
Full-Time >€106,000	0	0%	Full-Time >€106,000	1	100%
Full-Time €76,000 – €105,999	2	22%	Full-Time €76,000 – €105,999	7	78%
Full-Time €46,000 – €75,999	23	50%	Full-Time €46,000 – €75,999	23	50%
Full-Time <€45,999	14	33%	Full-Time <€45,999	29	67%
Part-Time >€106,000	0	0%	Part-Time >€106,000	0	0%
Part-Time €76,000 – €105,999	0	0%	Part-Time €76,000 – €105,999	0	0%
Part-Time €46,000 – €75,999	13	87%	Part-Time €46,000 – €75,999	2	13%
Part-Time <€45,999	36	73%	Part-Time <€45,999	13	27%

NON-ACADEMIC CORE-FUNDED STAFF BY CONTRACT TYPE (SEPTEMBER 2015)**			NON-ACADEMIC CORE-FUNDED STAFF BY CONTRACT TYPE (SEPTEMBER 2015)**		
	No. (WTE)	%		No. (WTE)	%
Full-Time Permanent	42.0	51%	Full-Time Permanent	41.0	49%
Full-Time Temporary/Contract	7.0	50%	Full-Time Temporary/Contract	7.0	50%
Part-Time Permanent	27.9	91%	Part-Time Permanent	2.6	9%
Part-Time Temporary/Contract	0.0	0%	Part-Time Temporary/Contract	1.5	100%
Hourly Paid/Casual	6.8	59%	Hourly Paid/Casual	4.7	41%

ATHENA SWAN STATUS (2015)	BRONZE	SILVER	GOLD
Institutional Athena SWAN awardees	0	0	0
Departmental Athena SWAN awardees	0	0	0

¹ Posts funded from the core grant allocated to the universities, institutes of technology and other colleges by the HEA is voted by the Oireachtas under the OME C4 sub-head.

² This refers to administration/support staff.

³ Non-core grant funded research and specialist posts. These may include posts funded from both Exchequer and Non-Exchequer resources.

* 'Other' includes any core funded posts which are not assigned to 'AHSSBL' or 'STEMM' faculties.

[~] Senior Lecturer refers to Senior Lecturer 1, 2 and 3.

[^] Lecturer refers to Lecturer 1, Lecturer 2 and Lecturer.

**There are inconsistencies in LYIT's WTE positions recorded in the 'Staff by Category of Post' and 'Academic & Non-Academic Core-Funded Staff by Contract Type'.



lyit

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