IT Carlow (ITC)

Strategic Dialogue Cycle 2 Reflections on Performance

Overview

- Having reviewed the self-evaluation report, IT Carlow appear to have met the majority of the 2014 interim targets, as outlined in the published compact. However, IT Carlow provided very little documentary evidence to support the achievement of these targets.

- Issues relating to the TU process between IT Carlow and WIT was a contributing factor to IT Carlow not achieving three of its 2014 interim targets.

- While student numbers continue to grow, the growth appears to be overly focussed on the humanities and business domains. It would be important that the institute continue to respond to the full breadth of employer needs in the region.

- In relation to section 2 (participation, equal access and lifelong learning) it would have been useful to have more information on the number of links to ETBs and FE providers. For Springboard, it would have been useful to have information on the outcomes of the Springboard cohort. In order to meet their 2016 target for Springboard, ITC need to almost double the numbers.

- In Section 3 (excellent teaching & learning) ITC has met its 2016 target for the proportion of academic staff with a PhD. An additional 14% of staff are undertaking doctoral studies. This target should be revisited in light of progress.

- Research activity is relatively small - there are only eight doctoral students registered for the academic year 2014-15. IT Carlow has only secured one postgraduate scholarship from the Irish Research Council since 2010. ITC introduced a new target in Section 4 – to increase the number of postgraduate students to 100 registered students by 2016/17. ITC notes that the achievement of this target is subject to additional investment for completion. Based on the 2014/15 data for Level 9 research students, standing at 47, it is unlikely that they will reach the 2016 target of 72. According to HEA trend data, ITC need to increase their research income by 280% in order to meet the 2016 target of €4m. The latest figures available for 2012/13 show that ITC's research income was €1m.

- In relation to Section 6, ITC states that 9% of their registered students are international learners but HEA data for 2014/15 (based on the census return of March 2015) shows that the proportion is 6%. ITC may be including Erasmus students in this number. ITC states that it a leader in international recruitment among the IoTs and continues to perform in

excess of the national averages for the sector in terms of student recruitment. According to HEA statistics, there are 260 international students in 2014/15, representing 6% of enrolments. This is on par with the IoT sector as a whole. The ITC target for 2016 is 250 (6% of all enrolments), again matching the sector average. Within the southern cluster (IoTs only), IT Tralee, 10% of enrolments are international (probably reflecting 81 Brazilian students in 2014/15); WIT stands at 9% (204 Brazilian students); CIT stands at 3%. ITC has only 9 Brazilian students in 2014/15, compared to 14 in 2013/14. In relation to Erasmus targets, ITC introduced a new objective – percentage of students and staff involved in overseas exchange and mobility programmes. Again they note that the achievement of this target is dependent on funding received from the HEA. For 2014/15, their Erasmus outgoing students have halved, on this basis, it is unlikely that ITC will meet their 2016 target of 12. The incoming Erasmus students have increased, from 105 in 13/14 to 121 in 14/15 and ITC have met their 2016 target of 120.

Self-evaluation report - domain level review

1. Regional clusters:

Cluster objective	Performance indicator	Interim target, end 2014	Progress against 2014 Target, commentary and data source	Comment
Create a formal regional cluster between the named member institutions	Agree and implement a framework for cluster operation and commence implementation of agreed collaborative projects	Agree and implement a governance framework for joint activities including • The establishment of a cluster board • Creation of an MOU for operation of the cluster • Development of arbitration procedures • Development of a co-ordinated work-plan for the implementation of agreed projects	A cluster board has been established comprising of the presidents and registrars of the 5 HEIs. A framework for co-operation comprising of terms of reference for the cluster has been agreed and signed for the cluster (shown in Appendix 1) The Chairmanship of the cluster rotates on a six monthly basis between the 5 HEIs In 2014 the chairpersonship was held by UCC, WIT and IT Tralee Arbitration procedures have been agreed as part of the framework. A work plan focussing on the areas of mapping, academic progression and research is in place.	• ITC and others in the cluster identified at their interim meetings that the rotating chair was an issue. It is welcomed that the cluster are considering the possibility of appointing an independent chair. • No details of the cluster work-plan are given. It would have been useful to have a copy of the plan as an appendix as evidence that this target has been met. Also details of work commenced from this plan are omitted (this is perhaps what is included under shared academic planning and improving student pathways.)

Improve Student Pathways	Produce a mapping profile which outlines learner opportunities and pathways for all disciplines and levels across the cluster region which will assist in future academic planning and delivery	• Initial focus of the cluster is anticipated to be on improving student pathways given priority attached to the transitions initiative • Perform baseline mapping process in terms of student pathways from secondary through to tertiary education and graduate destination (this will require engagement of secondary and FE providers as well student representative bodies) • Final output – mapping profile.	A baseline mapping has been completed focussing on secondary to tertiary education. This has captured provision at levels 6-8 of the NFQ. Individual HEIs have engaged with secondary, FE providers and the recently formed ETBs as part of continually enhancing student pathways. Formal agreements are now in place between the HEIs and ETBs/FE providers.	• No details of what the baseline mapping has shown. • No evidence or detail regarding how many and what FE providers and secondary schools were engaged with and no evidence of the formal agreements in place. How many students will progress through these agreements? Are there targets?
Shared Academic Planning	Develop a cluster wide academic planning structure focused on the delivery of national priority objectives such as the Transitions Programme, Horizon 2020 and	Baseline mapping of academic programme provision across the cluster completed Research mapping completed to identify potential research synergies (Programme and research mapping will	A baseline mapping of academic programmes cross NFQ level 6-8 has been completed this is being continuously reviewed. Research mapping has been completed	• Now that a baseline mapping of academic programmes across levels 6-8 has been competed there is no information given on what this mapping showed and what will the outcomes of this mapping be. What does it tell us about the cluster in terms of overlapping discipline provision etc.

	other objectives focused on improving the economic, social and cultural profile of the cluster region	provide a profile across the cluster and will inform next steps – complete during academic year 2014/15)		• It is not clear what the research mapping is. What did it involve? Again what issues did it identify? What will the outcomes of this mapping be?

2. Participation, equal access and lifelong learning

Institution objective	Performance indicator	Interim target, end 2014	Progress against 2014 Target, commentary and data source	Comment
To maintain National Access Plan student entrant numbers by developing further non-standard entry routes through FE and other providers, including RPL opportunities	Mature student entrant numbers Non-standard student entry routes to Institute of Technology Carlow	Maintain National Access Plan numbers Review avenues of non-standard entry routes	Interim target achieved. It is clear from the IT Carlow profile 2013/14(HEA) that IT Carlow has maintained and exceeded the student entry numbers as per the National Access Plan. IT Carlow continues to provide accessible entry opportunities for all and has expanded its non-standard entry routes. IT Carlow has established links to a numbers of ETBs and FE providers. The institute has updated its RPL policy and is a national leader in this field and the field of work-based learning as exemplified by its collaboration with the Defence forces.	• The statistics show that the proportion of mature new entrants has declined from 26% to 21% in 2014/15. Therefore this target has not been met as proportions have not been maintained and actual numbers have gone down. ITC may argue that if the 2nd year advanced entry matures are included they have maintained their numbers. • No evidence of how it is continuing to provide accessible entry opportunities for all and how it has expanded its non-standard entry route. This needs to be backed up by evidence. • Again no information on how many ETBs it has made links with or what the outcomes or proposed outcomes of these links will be. • It is a leader in RPL and work based learning but HEA note instances of flexible learning being returned as full-time.
To maintain Institute position	Lifelong Learning returns	Maintain current provision	Interim target achieved.	• Flexible learning numbers have declined in 2014/15 from 2013/14. They should

as market leader of Life-Long Learning and flexible learning WTE student numbers to 2016 (Appendix 1) contributing to the national priority of facilitating work-ready graduates contributing to economic development	National Springboard reports	Respond to Springboard call	IT Carlow continues to be the market leader of lifelong learning and flexible learning WTE. LLL student numbers grew from 1681 in 2012/13 to 2494 in 2013/14. In February 2014 IT Carlow responded to the Springboard call and secured 142 places across 6 programmes from L7- level. IT Carlow have filled all 142 places.	base targets on 2014/15. It is likely that 2016/17 targets will be met. • They are performing well on Springboard and the numbers quoted are correct. However they need to almost double the numbers to meet their 2016 target of 265. No information on the outcomes for their Springboard cohorts.

3. Excellent teaching and learning and quality of student experience

Institution objective	Performance indicator	Interim target, end 2014	Progress against 2014 Target, commentary and data source	Comment
To implement the Institute of Technology Carlow staff development plan focusing on: • the enhancement of teaching, learning, assessment and curricular development skills and the development of knowledge linked to IT Carlow's strategic research goals.	28% of academic staff qualified to doctoral level by 2016. Sub-indicators • Continued implementation and recognition of Academic Professional Development suite of courses including delivery of MA in Teaching and Learning programme. Continued rollout of the Institute's staff development plan linking to the Institute's strategic goals	Continued implementation and recognition of Academic Professional Development suite of courses including delivery of MA in Teaching and Learning programme Review of Staff Development Plan 22% of staff qualified to doctoral level	Interim target exceeded at 28% of staff qualified top doctoral level in Dec 2014. IT Carlow has reviewed its staff development plan including for allied and professional services staff. Additionally a number of staff are undertaking doctoral studies. (14% in 2014)	• They have already met their 2016 target for the proportion of academic staff with a PhD and based on data provided, will in fact exceed that target. They are commended on the additional staff undertaking doctoral studies. The 2016 target should be revisited. • No information given on the outcomes of the review of the Staff Development programme and what work will arise from this. • There is no update on the delivery of the MA in Teaching and Learning mentioned. How many staff have taken this course etc.
To further embed quality assurance and enhancement arrangements,	To continue to implement QA&E work plan	60% recommendations in QA&E work plan.	All 2014 interim targets achieved. The recommendations in the QA&E work plan have been fully implemented.	• No information given on the recommendations of the QA&E work plan.

leading best practice and meeting all statutory requirements	Surveys, action and feedback Established Teaching, Learning and Assessment Strategy	Review T, L & A Strategy. Re-design of Institute-wide survey. All new staff inducted	Work is ongoing on the teaching, learning and assessment strategy. IT Carlow revised and conducted its institute wide survey in 2013. IT Carlow is a central participant in ISSE. From 2015 IT Carlow's institute wide survey will be the ISSE. All new staff are inducted with academic staff undergoing a specific programme led by the institute's Teaching and Learning Centre.	• The target states that 'work is ongoing on the Teaching, Learning and Assessment Strategy' but no evidence of what work is given. • The ISSE replaced its own institute wide survey from 2015 and noted that the response rates increased from 9% in 2014 to 37% in 2015.
To enhance the first-year experience of students through the provision of more broad-based, multi-disciplinary presence while facilitating progression to highest possible level in specialist demand-based programmes meeting social and economic regional and national need	Development and delivery of market-led programmes meeting the dual demand of applicants and industry at regional and national needs while enhancing the transition from second to third-level for entrants via that route	In line with national Transitions Initiative, provide broad-based entry to programmes in two schools. Level 9 developments Audit and publish graduate attributes across programmes	IT Carlow has revised its CAO offering to reduce the number of programmes on offer at Level 8. Over the course of 2014 IT Carlow developed 5 new Level 9 Masters programmes. Many have which have been funded under the HEA Springboard Programme. IT Carlow has audited and published a draft of its Graduates Attributes.	• A reduction in the number of Level 8 offerings is welcome but the HEA expressed some concerns at the interim dialogue that the student numbers were increasing due to increased provision in Humanities and Business which may be moving away from the mission of the Institute. • The new Masters Programmes appear to have been developed under the Springboard banner. Sustainability may be an issue. No information provided on these courses and whether they are meeting the needs of the region. • No detail of the draft graduate attributes provided as supporting documentation. • Earlier meeting discussion regarding the reduction of programmes offerings – proviso that courses on Wexford campus need to be presented separately in CAO handbook

9

4. High quality, internationally competitive research and innovation

Institution objective	Performance indicator	Interim target, end 2014	Progress against 2014 Target, commentary and data source	Comment
To integrate the new RDI building (Dargan Centre) into the Institute's Research and Innovation environment. This will include the establishment of appropriate structures to manage and support campus based spin-out companies, Institute companies and other enterpises emerging from or linked to the Institute's research activity	Fully commisioned RDI building, innovation and enterprise supports in place, spin-out/ industry led RDI	Research facilities fully functional –strategic RDI transferred to new building. Industry/stakeholder group established. Consultation on Strategic Development Plan For Dargan Centre completed	Dargan Centre fully operational; consultation process and industry/stakeholder group being progressed. Strategic consultation meetings have been held by the research COREs with industry groups from the Biotechnology, Information Technology and Manufacturing sectors.	• We welcome the full implementation and operation of the Dargan building but there is no of the type of research involved and the numbers of researchers using the building or evidence of research funding increases due to this development.
To develop a multi-campus Graduate School in collaboration with WIT as a key component of a Technological University of the South East	Progress towards a multi-campus graduate school initiative.	Through the TUSE Graduate School working group, development of the overarching framework for the Graduate School of the South East	The achievement of this target was dependent on the outcome of Phase 2 of the TU iterative process.	• This is related to the submission of the Phase 2 of the TU designation process which for various reasons has not happened.

| To increase the number of postgraduate research students to 100 registered students by the beginning of the academic year 2016/17 – Note: this objective is directed towards meeting the criteria of TU designation and is subject to additional investment for completion | Postgraduate registered students | 55 registered students as at beginning of AY 2014/15 | Target achieved | • This is a new objective not included in the original compact. No rationale is provided for its inclusion in this report.

• The student numbers quoted are correct, however, further interrogation of the numbers highlights the fact that the number of PhD students is very low at 8 and that they are not on course to meet the 2016 target of 24 PhD students. ITC state that this target is very much resource dependent.

• In 2011/12 there were only five students registered at Level 10, there has only been an increase of three students to eight in 2014/15. Level 9 (research) has increased from 2011/12 (23) to 2014/15 (47) although it is unlikely that they will meet their 2016 target (72). This is in line with the overall sectoral trends for 2016 targets for Levels 9 and 10. In the original profile for 2016, ITC had projected 62 students at L9 (research). ITC claim that there will be an increase of 140% in research student numbers in the timeline under review against a sector forecast of 83%. They state that this will see ITC reach and exceed the IoT average for research as a proportion of all Level 8 and over FTE and meet the TU criteria within three years. It is projected that there will be 80 registered postgraduate students in 2015/16

• ITC has secured only one IRC postgraduate scholarship award since 2010.

• ITC has introduced a number of initiatives to support its research including a structured programme in research practice implemented in 2014 involving 50 PGS and 30 academic researchers. In addition, a policy, Postgraduate Awards by Research and |

				Dissertation was updated and submitted to an external peer review panel, chaired by an international chairperson.
				• According to HEA trend data, IT Carlow's research income for 2012/13 was c. €1m, a decrease of 43% since 2009/10. Its target for 2016 is €4m, this will require a 280% increase on the 2012/13 income.

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

Institution objective	Performance indicator	Interim target, end 2014	Progress against 2014 Target, commentary and data source	Comment
Enhance our contribution to the economic, social and cultural development of the region in partnership with WIT through the expansion of partnerships and alliances across all our activities.	Establishment of Regional Engagement Forum as per TU Stage 1 submission Staff and institute engagement audits	Regional Engagement Forum established Work plan developed	The achievement of this target was dependent on the outcome of Phase 2 of the TU iterative process.	• This is related to the successful submission of phase 2 of the TU iterative process.
To increase IT Carlow output of economically relevant knowledge, know-how and patents through strengthening institutional competence at TTO level and among researchers.	Agreed EI Technology Transfer Office metrics as shown below	EI Technology Transfer Office metric targets for 2014 are Spin outs (1); Licences/ Options/ Assignments (2); Research agreements with industry (>25K) (1); Invention disclosures (3); Priority patent applications (2); PCT Patent Applications (0); Research agreements with industry (<25K) (50); Start-ups, spin-ins etc. (15)	EI Technology Transfer Office metric targets for 2014 are Spin outs (1); Licences/ Options/ Assignments (2); Research agreements with industry (>25K) (0); Invention disclosures (5); Priority patent applications (3); PCT Patent Applications (0); Research agreements with industry (<25K) **(**36); Start-ups, spin-ins etc. (16) ITC will see in 2015 an increased activity in research agreements with industry (more than 25K) and is on target to meet research agreements metric with industry for less	• On the whole they have met most of their TTO metrics as agreed with EI. In the narrative ITC report that a mid-term review of the Technology Transfer Strengthening Initiative Stage 2 underwent a mid-term review. The review was overall positive with some issues highlighted. A spin-out company, Microgen Tech, was nominated by EI as HPSU and Alarm Manager was one of the participants on the New

			than 25k. All other metrics are in line with projected.	Frontiers Entrepreneurial Development Programme. ITC states that it has consistently been in the top two IoTs participating in the EI innovation voucher scheme. • Further detail, naming the spin out and listing specifics to back up metrics would be desirable.
To strengthen learner engagement and civic identity through module and programme delivery	Proportion of modules reviewed against learner engagement and civic identity criteria approved by academic council Number of students participating in Presidents Volunteer Awards	Development of learner engagement and civic identity criteria for individual modules and programmes and included in policy and procedure for the design of new programmes Increase of 10% in the number of students participating in Presidents Volunteer Awards	Engagement criteria for the review of curricula have been agreed through the strategic review process by schools, campus and departments. The number of participants participating in the Presidents Volunteer Awards has increased by over 100% in 2014.	• Data to back up the 100% increase in those participating in the President's Volunteer Awards would have strengthened this statement. According to the narrative, this award was established in association with UNUM, a US multinational based in Carlow and Carlow Volunteer Centre. • The narrative reports that 72% of staff, through a staff survey on engagement, stated that they had some form of engagement with business or community organisations external to the institute.

6. Enhanced internationalisation

Institution objective	Performance indicator	Interim target, end 2014	Progress against 2014 Target, commentary and data source	Comment
To implement an effective strategy for student recruitment, focusing on strategically identified key markets with the objective of increasing the Institute's international student population to a minimum of 10% of the total full-time student population as per the baseline measure.	Admissions data for percentage of full time student population coming to IT Carlow whose normal place of residence is not in Ireland	• Senior management approve the establishment of a cross-institute international steering group to ensure co-ordination of effort in international recruitment and efficiencies in the system • Reserved places policy and procedure implemented • Existing markets analysed and new opportunities identified • International student population is a minimum of 7.5% of the total full-time student population as per the baseline measure.	All targets achieved; approx. 9% of registered full-time students are international learners. International Steering Group in place. Reserved places policy approved. Policy on admission of international learners approved. On-going market monitoring in place.	• ITC quote that 9% of their registered full-time students are international learners but our data shows 6%. They may be including Erasmus students. • How many places were included in the reserved place policy for international students? Has this increased? • What is the policy on the admission of international learners? • What are the new markets that have been identified and how are they going about this monitoring exercise. • In the narrative, ITC references the wider market for international students and notes that UK HEIs of similar profile to ITC would attract 10% non-EU students. It is noted that it's important to understand the competitive market and Ireland's 0.3% of the market share of the global international market.

15

				• ITC states that it is a leader in international recruitment among the IoTs and continues to perform in excess of the national averages for the sector in terms of student recruitment. According to HEA stats, there are 260 international students in 2014/15, representing 6% of enrolments. This is on par with the IoT sector as a whole. The ITC target for 2016 is 250 (6% of all enrolments), again in line with sector average. Within the southern cluster (IoTs only), IT Tralee, 10% of enrolments are international (probably reflecting 81 Brazilian students in 2014/15); WIT stands at 9% (204) Brazilian students); CIT stands at 3%. ITC has only 9 Brazilian students in 2014/15, compared to 14 in 2013/14.
To develop internationalised curricula and internationally-focused programmes, learning outcomes and assessment of students in line with	Proportion of modules reviewed against internationalisation criteria Increased number of alliances and collaborations with international HEIs (by 10%) over the lifetime of the plan Percentage of students and staff	Development of internationalisation criteria for individual modules and programmes and included in policy and procedure for the design of new programmes Develop clearly defined criteria based on strategic priorities in pursuing and forming new international partnerships and strategic alliances	All targets achieved. Criteria for the internationalisation of criteria have been agreed through the strategic review process by schools and Departments.	• No information given on the criteria.

international goals	involved in overseas exchange & mobility programmes			
Increase the number of alliances and collaborations with international HEIs by 10% over the lifetime of the plan	Number of alliances and collaborations listed in Institute Collaborative Register	Develop clearly defined criteria based on strategic priorities in pursuing and forming new international partnerships and strategic alliances	Criteria for new partnerships/collaborations are contained within the *policies and procedure son collaborative and trans-national provision and joint awards* approved following international peer review in 2014. In 2014 3 new partners were added but a net decrease of 2 partners is recorded.	• This is a new objective not originally outlined in the compact.
To enhance student exposure to global perspectives by promoting study and work placement in industry (for industrial projects) abroad; staff & student exchange programmes; and by encouraging students to undertake mobility programmes	Percentage of students and staff involved in overseas exchange & mobility programmes	0.5% of students and 3% of academic staff to have participated in overseas mobility programmes	Target achieved for 2014. The achievement of this target is dependent on Erasmus funding received through the HEA.	• This is a new objective not originally outlined in the compact. Erasmus outgoing numbers halved from 2013/14 (8) – 2014/15 (4) according to HEA numbers. This is in opposition to the upward trend in the sector overall in this period – 24 in 2013/14 to 37 in 2014/15. The 2016 target is a long way off, which at 12 students appears to be very low. • The incoming Erasmus increased from 2013/14 (105) – 2014/15 (121) by 16 students and now is at the 2016 target of 120. The overall sectoral trend was

with international partners (not only academic but also industrial partners).			downwards for this period - 206 (13/14) to 191 (14/15).

`

7. Institutional consolidation

Institution objective	Performance indicator	Interim target, end 2014	Progress against 2014 Target, commentary and data source	Comment
To progress the development of a multi-campus Technological University (TU) for the South East in partnership with WIT	Progress through stages for designation as a TU in line with the process set out in the HEA 2012 publication *'Process and Criteria for Designation as a Technological University'*	Completion of due diligence, submission of an agreed Stage 2 business plan for the TU for the South East by the Governing Bodies of IT Carlow and Waterford IT	As outlined in the Compact Statement this objective is based on the assumption that 'all parties contribute to the successful achievement of these objectives'. As activities with WIT have not developed as expected during 2014 and are currently suspended by WIT it has not been possible to develop this objective. Appendix 2 for details.	• Noted that this relates to wider TU designation process considerations.

8. Additional Notes

New institution objectives

High quality, internationally competitive research and innovation

IT Carlow has included a new objective but did not provide a rationale for its inclusion. This should be discussed with the institute at the bilateral meeting.

Institution objective: To increase the number of postgraduate research students to 100 registered students by the beginning of the academic year 2016/17 – Note: this objective is directed towards meeting the criteria of TU designation and is subject to additional investment for completion

Performance indicator: Postgraduate registered students

Baseline: Registered students as at beginning of academic year 2012/13

Interim 2014 target: 55 registered students as at beginning of academic year 2014/15

Interim 2015 target: 80 registered students as at beginning of academic year 2015/16

Final 2016 target: 100 registered students as at beginning of academic year 2016/17

Enhanced internationalisation

IT Carlow has included two new objectives but did not provide a rationale for its inclusion. These objectives were previously performance indicators in the original compact under the Institution Objective: *To develop internationalised curricula and internationally-focused programmes, learning outcomes and assessment of students in line with international goals*

Institution objective: Increase the number of alliances and collaborations with international HEIs by 10% over the lifetime of the plan (this was a performance indicator in 5.6.2 in the agreed compact, not an institutional objective).

Performance indicator: Number of alliances and collaborations listed in Institute Collaborative Register

Baseline: Develop clearly defined criteria based on strategic priorities in pursuing and forming new international partnerships and strategic alliances

Interim 2014 target: Criteria for new partnerships/collaborations are contained within the *policies and procedures on collaborative and trans-national provision and joint awards* approved following international peer review in 2014.

In 2014 3 new partners were added but a net decrease of 2 partners is recorded.

Interim 2015 target: 50% of target achieved

Final 2016 target: target achieved

Institution objective: To enhance student exposure to global perspectives by promoting study and work placement in industry (for industrial projects) abroad; staff & student exchange programmes; and by encouraging students to undertake mobility programmes with international partners (not only academic but also industrial partners). (This was a performance indicator in 5.6.2 in the agreed compact, not an institutional objective).

Performance indicator: Percentage of students and staff involved in overseas exchange & mobility programmes

Baseline: 0.5% of students and 3% of academic staff to have participated in overseas mobility programmes

Interim 2014 target: Target achieved for 2014. The achievement of this target is dependent on Erasmus funding received through the HEA.

Interim 2015 target: 0.75% of students and 5% of academic staff to have participated in overseas mobility programmes

Final 2016 target: 1% of students and 7% of staff to have participated in overseas mobility programmes

Targets met/achieved

3. Excellent teaching and learning and quality of student experience

ITC has met its 2016 target for the proportion of academic staff with a PhD. An additional 14% of staff are undertaking doctoral studies. This target should be revisited in light of progress.