Strategic Dialogue Cycle 2

Institute of Technology Tallaght

Self-Evaluation Report

Submitted to Higher Education Authority

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Contents

INTRODUCTION

The Institute of Technology Tallaght over the last two years has been maintaining its core academic enterprise, while also driving forward on the development of the Technological University for Dublin (TU4D) with its partners the Institute of Technology, Blanchardstown and the Dublin Institute of Technology.   The report that follows sets out progress against targets contained in the Institute of Technology Tallaght's Performance Compact, covering the range of educational priorities identified by Government along with the development of the TU4D.

This report describes progress at the Institute of Technology Tallaght towards its Mission Based Performance Compact as agreed with the HEA in February 2014. The report has been prepared in the context of the on-going preparation with our partners Institute of Technology Tallaght and Dublin Institute of Technology for an application for designation as a Technological University. As such the Institutes are engaged in a process of alignment and development of joint strategies and approaches across all academic areas, and, consequently, we have taken a shared approach to the self-evaluation of section 1 Regional Clusters, section 4 High quality, internationally competitive research and innovation and section 7 Institutional consolidation.

1. Regional Clusters

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
1) Functioning Graduate Research School	Number of Registered Students For IT Tallaght	(49 FTE) PG FTEs	+2%	57 Post-graduate students FTE	+4%	+6%	Target Achieved
2) Improved course provision and student entry and progression pathways	Number of improved courses and pathways	176 individual CAO Handbook entries with limited collaborative provision and pathways	2 new improved collaborative courses and pathways (confidence building across DTUA institutions)	Common Engineering modules (MEng) + Higher Diploma in Computing with ITB and DIT (See Appendix 1)	10 new improved collaborative courses and pathways (confidence building across DTUA institutions)	15 new improved collaborative courses and pathways	Target Achieved
3) Improve entrepreneurship conversion rates	Percentage rate of increase	Existing conversion rate of 60%	62%	IT Tallaght exceeded target and is running at > 65% conversion rate of Phase 2 programme participation. (See appendix 1)	64%	66%	Target Achieved

1. Regional Clusters

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
4) Knowledge Transfer Framework in place	Spin-outs	+2 per annum	+3 per annum	Consortium targets exceeded in both 2013 and 2014, with the DRIC consortium achieving 6 spin-outs in each year. (See appendix 1)	+3 per annum	+4 per annum	Target Achieved
5) TU Designation achieved by DTUA partners	TU project development	N/A	TU implementation team has developed key (prioritised in Q1 2014) projects for 2014 to completion.	Project Plan in place and working towards merger. Awaiting necessary legislation.	TU implementation team has delivered key (prioritised in Q1 2014) projects for 2015 to completion	TU Designation Achieved	Target Achieved

2 Participation, equal access and lifelong Learning

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
1) Maintain level 6/7 programmes at 50% of total provision	Percentage of provision at level 6/7 courses	50%	50%	Target exceeded 1 new Level 6 programme in biology offered through the CAO. In 2014: Level 6/7 programmes: 21 (57% of provision)	50%	50%	Target achieved
2) Prudently grow lifelong learning enrolments in current climate	Part-time student numbers	1200	1200	14/15 – 1950 UG 　　　　 251 PG 　　　　　 13 FETAC Total　 2214 Benchmarking 3rd highest part-time in IOT Sector Source – HEA Enrolments 14/15	1300	1400	Target achieved

2. Participation, equal access and lifelong Learning

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
3) Retain and prudently grow level of support for students in need	Weekly hours provided by CeLT to students in need	2 WT staff equivalent	2 WT staff equivalent	3 WTE staff equivalent provided (2 WTE moodle; 1 WTE Technical English)	3 WT staff equivalent	3 WT staff equivalent	Target achieved
4) Improve first year retention rates	Percentage of students progressing from year 1 to year 2	Varies by Department	Each department to increase retention by 3% on previous year	Progress continues to be an issue and varies between levels and disciplines	Each department to increase retention by 4% on previous year	Each department to increase retention by 5% on previous year	Target not met in full
5) Maintenance of high participation rate by targeted SED groups *Note: objective not included in Compact submitted*	Annual HEA figures	28%	28%	We continue to attract large numbers of students from the target groups. Figures not yet available from the HEA	29%	30%	Target Achieved

2 Participation, equal access and lifelong Learning

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
6) Increase the proportion of new entrants who are mature learners *Note: objective not included in Compact submitted*	Annual figures	13%	16%	16% Source: ITT Registrations	18%	20%	Target Achieved
7) Increase the proportion of new entrants who gain entry by way of a FETAC award *Note: objective not included in Compact submitted*	Annual CAO figures	5%	8%	Increase links with FE Colleges for example Bray College of Further Education and St. Conleth's College, Newbridge	9%	10%	Target Achieved

3 Excellent teaching and learning and quality of the student experience[1]

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
1) Continue staff development in Teaching, Learning and Assessment domains	Number of staff participating in development events per annum Source: CELT IT Tallaght	10	15	115 (See Appendix 3)	20	25	Target Achieved
2) Development of Student facilities on campus	New facilities added to infrastructure		Better breakout areas for student groups.	Progress made in improving facilities – new space developed to facilitate group work, breakout work and meetings within the President's suite.	Improved IT infrastructure for students and staff including open access facilities	Improved sport and recreational facilities on campus	Target Achieved

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[1] As per the compact, this section should have regard to the vision underpinning the portfolio of undergraduate programmes; approaches being taken to improve overall performance; how planned provision is aligned to institutional mission.

3 Excellent teaching and learning and quality of the student experience[2]

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
3) Recognition of student volunteering and other such initiatives for academic credit	Number of courses with credits available for volunteering and other such initiatives	0	1	1 (See Appendix 3)	3	5	Target achieved

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[2] As per the compact, this section should have regard to the vision underpinning the portfolio of undergraduate programmes; approaches being taken to improve overall performance; how planned provision is aligned to institutional mission.

4. High quality, internationally competitive research and innovation

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
1) Develop core research capacity	Sustainability of R&D activity	Current R&D capacity	Consolidate R&D activity as part of the DTUA Graduate Research school	Target achieved (see Appendix 4)	Develop R&D activity as part of the DTUA Graduate Research School	Prudently grow R&D activity in concert with our other partners	Target achieved

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

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
1) Engage with industry and business	Number of industry and business projects undertaken e.g. Innovation Vouchers and partnerships	10 vouchers per annum	10 vouchers per annum	22 innovation vouchers	15 vouchers + per annum 1 partnership per annum	20 vouchers + 1 partnership per annum	Target Achieved
2) Community engagement	Number of active engagement channels developed with schools and community groups	2 Accessing College Education - ACE & Clondalkin Higher Education Access Project – CHEAP	3	3 achieved Ballyfermot Access to College Education. (BASE) consisting of Ballyfermot Institute of Higher Education and 2 Two schools Caritas College and St Dominic's.	4	5	Target achieved
3) Community service	Hours volunteered by students per week	100	200	600 hours Source: Department of Humanities IT Tallaght	300	400	Target achieved

6. Enhanced Internationalisation

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
1)Internationalise the campus	Non-EU students as a percentage of FT enrolments	2011 < 1% Interim target,	1%	4% Source: International Office IT Tallaght	3%	5%	Target achieved
2) Increase international staff exchanges	Inward and outward visits	5	7	17 inward and 18 outward Source: International Office IT Tallaght	10	15	Target achieved

6   Enhanced Internationalisation

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
3) Increase the international dimension to our programmes	Unit or module in each programme with an international focus	0 (with the exception of marketing)	1 module in Honours programmes reflective of International Dimensions	23 Source: IT Tallaght prospectus 2013-2014	1 module in Level 7 courses reflective of international dimension	Modules on all level 9 programmes to have an international dimension	Target Achieved

7. Institutional Consolidation

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
1) Implement the DTUA Project plan	Key project milestones achieved	N/A	Priority projects for 2014 identified and delivered.	TU4 Dublin implementation plan submitted May 2014 and priority projects in progress (See Appendix 7)	Priority projects for 2015 identified and delivered	Acting as a TU across the DTUA	Target Achieved.

7 Institutional Consolidation

Institution objective	Performance indicator	Baseline	Interim target, end 2014	Progress against 2014 target, commentary and data source	Interim target, end 2015	Final target, end 2016	Summary
2) Curriculum Commission established	Number of collaborative programmes and improved student entry and progression pathways.	N|A	Improvement opportunities identified and agreed across the DTUA.	The curriculum commission has been established. An audit of existing programme portfolio has been completed. The portfolio of graduate attributes has been identified. In relation to common provision, the disciplines associated with Architecture, Engineering and Construction (AEC) have prototyped a process to help align the cross-campus disciplinary provision.	Improvement projects implemented across the DTUA	New opportunities identified for collaborative programmes and improved student entry and progression pathways	Target Achieved

Appendix 1 – Regional Clusters – TU4Dublin

Within the Performance Compacts, it has been agreed that the focus of the work of DIT, ITB and ITT in terms of cluster development is the significant consolidation of the partners in creating the TU4Dublin. The list below provides a summary of some key achievements in the development of this 'sub-cluster'/TU4D Alliance to date.

A Guiding Framework for the Sub-Cluster
- Further to the TU4Dublin Steering Group, operating successfully since April 2011, a Support Team was formally established in January 2014
- A wide range of Working Groups across the partners have been addressing issues of governance, organisational design and curriculum development.
- The TU4Dublin Implementation Plan was submitted, May 2014, and formally approved as the basis to proceed to Stage 4 of the TU designation process.

A Framework for the consistent collation, analysis and application of institutional data
- An Institutional Data Working Group is in operation
- An Institutional Research Analyst with responsibility for coordination of data, data protocols and data analysis across the Alliance is in place
- A joint Programme Catalogue for the TU4D has been developed
- Initial analysis of programme provision within the TU4D portfolio has been conducted. This helps to inform a numbers of areas of decision-making, including academic planning.

Graduate Research School
- A Director of Research, Enterprise & Innovation Services, with responsibility across the Alliance, is in place
- A single unified Graduate Research School has been established
- A Structured PhD programme has been developed and validated, and pilot modules have been rolled out.

A Transformative Curriculum
- A TU4D curriculum model has been developed
- The TU4D Curriculum Commission has been established to support academic planning and programme coordination
- A pilot initiative, in the disciplines of architecture, engineering and construction, was launched and has been working to progress the alignment of the Alliance's programme provision in this area

Governance & Organisation Design
- A draft competency framework for a Governing Authority for TU4Dublin has been crafted and is open for consultation
- A framework for a common academic calendar has been agreed
- The mechanism to develop common academic policies and procedures has been agreed
- A proposal for operation of Academic Council after merger has been tabled for approval at DIT Academic Council.
- A proposal to enable the graduands of ITT and ITB to receive DIT awards post-merger has been approved
- Substantial development work on the TU4D organisation design, including the academic groupings, has been conducted

Professional Services

- Interim arrangements (pre and post-merger) for the HR, Finance and IT Services have been developed
- Library Services have agreed arrangements for student access to library services across the Alliance
- Mapping of the Student Services function has been done and an action plan is in development

Appendix A.2 - Participation, equal access and lifelong Learning

Strategy Summary

The Institute of Technology Tallaght (ITT Dublin) is committed to equity of access to higher education. Through our mainstream strategic priorities, resource allocation, and quality assurance processes, the Institute actively promotes and facilitates widening the participation of student groups currently underrepresented in higher education. This commitment reflects our role as a major contributor to the social, cultural, and economic life of South Dublin and the surrounding region. In keeping with national access policy, and reflecting the diverse population of our region, the Institute will focus on activities with the following:

- School Leavers from disadvantaged socio-economic backgrounds
- Mature students
- Students with disabilities
- Members of ethnic minorities and the Traveller community.

Access activities will continue to consist of a range of pre-entry activities (particularly with schools in local disadvantaged areas), alternative entry mechanisms, and post-entry supports. In developing our Access activities, the Institute will ensure:

- Collaboration with relevant local and national partners
- Sustainable projects with institute-wide participation
- Information and awareness training for staff
- On-going monitoring and evaluation
- Regular updates to staff

The Institute Access Plan will provide details of the programme of actions to address the needs of each under-represented group; the resources to be committed to these actions; and the means by which the actions will be evaluated.

Student Participation, Equal Access and Life Long Learning

It is noted that with respect to student recruitment that the targets set for participation, equal access and lifelong learning in the main for 2013-14 have been exceeded. This includes:

- maintaining our programme provision at Levels 6 and 7 of the NFQ at 50%

- exceeding our target of 1200 lifelong learners (a total of 2214 students were enrolled)

- increased the number of mature students from 13% to 16%

- increased proportion of new entrants who gain entry by way of a FETAC award from 5% to 9%. The target was 8%

- the participation rate for targeted SED groups for the Institute were not available at the time of publication of the report (our target is 28%)

While some of the increase in lifelong learning enrolments can be assigned to the receipt of additional places under the Springboard initiative of the HEA, there was additional demand across almost all programmes in 2013-14. Enrolment was also strong in programmes supported under the HEA's Information Technology Investment Fund which supported continued up-skilling by IT professionals, thus enhancing the overall skills bank available to industry in a short time frame. The Institutes continues to see demand locally in a range of disciplines. As well as the general provision of programmes, this includes delivering specific programmes to employees of individual companies and greater collaboration with professional bodies. A considerable proportion of part-time learners source their own funding (around 65%), indicating that part-time numbers and resourcing remains sensitive to the wider economic environment. Another measure of the relevance of the general provision is that around 10% of all part-time enrolments come from learners funded individually by companies on part-time programmes.

Student Diversity

Under the objective regarding diversity of students, it is noted that the targets have been met or exceeded. In regards to mature students, the interim target of 16% has been attained (up from 13%). This enrolment figure is in excess of the national average and may reflect lower participation rates among various age older groups in the region.

Flexibility of Access

The Institute has exceeded the target of 8% set for entrants who gain entry through holding a FETAC award, having reached a figure of 9% (up from 5%).

Appendix A.3 - Excellent teaching and learning and quality of the student experience

Volunteering Award (reference Section 3.3)

The new Volunteering Award (10ECTS) provides an opportunity for students to gain valuable experience transferable to the workplace. This Award comprises 5 credits for Volunteering and 5 credits for completion of the Active citizenship module. 12 students completed this in 2014/15. One programme (International Hospitality) has a Civic Engagement elective module (2014).
[Source: IT Tallaght Department of Humanities)]

Appendix A.4 - High quality, internationally competitive research and innovation

The TU4Dublin Alliance is committed to pursuing use-inspired, goal-oriented research and discovery that contributes to human knowledge and well-being that produces commercial and public impact and benefit. Our strategy seeks to build sustainable research across the Institutes, positioning it as an important source of research and discovery and contributing to the economy and society. Our strategic objectives for research are to:

1. Concentrate and consolidate research activity, including PhD study, in fields of verifiable strength and national significance;
2. Ensure greater integration between research and innovation, and teaching and learning;
3. Strengthen and embed technology/knowledge transfer and entrepreneurial activity in all research activities.

ITT, ITB and DIT serve as leading centres for the advancement of research, commercial innovation and enterprise development within their regions, combining to make the TU4Dublin Alliance a compelling contributor to the well-being of the greater Dublin region and to society as a whole.

Research is consolidated around four research areas or pillars:

- Environment, Energy and Health
- Information, Communications and Media Technologies
- New Materials and Devices
- Society, Culture and Enterprise

Our strategy is to organise research into four Research Institutes bringing together researchers within broadly complementary and cognate fields of inquiry from across TU4D. Each Research Institute is aligned primarily with, but not confined to, one research area, building on research capacity and capability. Research Institutes facilitate collaborative links between researchers, research centres and groups in order to build critical mass in distinctive fields of endeavour. Each Research Institute will act a formal, recognised part of the TU4D research infrastructure providing for the optimal deployment of resources and ensure the best possible profile for research impact.

Performance to date shows good progress in consolidation of research themes, in growing research student numbers, in developing a Joint Graduate Research School, engagement with industry and in knowledge transfer. New initiatives include support for key research staff, consolidation of research activity within signature research themes, investment in post-doctoral positions, and targeted measures to increase competitiveness in national and European funding, all of which have been implemented as of 2015.

Developing core research capacity (reference Section 4.1)

IT Tallaght in keeping with its partnership with DIT and IT Blanchardstown under the Dublin Technological University Alliance (DTUA) is committed to pursuing use-inspired, goal-oriented research and discovery that contributes to human knowledge and well-being that produces commercial and public impact and benefit. Our strategy seeks to build sustainable research across the Institutes, positioning it as an important source of research and discovery and contributing to the economy and society.

ITTD Dublin's strategic objectives for research are to:

1. Build research capacity and capability
2. Consolidate and build on research priorities
3. Enhance infrastructure and sourcing of funds to ensure the future growth and development of research in a structured and sustainable manner.

ITT provides a connected system of research development and innovation and serves as a leading centre for the advancement of research, commercial innovation and enterprise development within the South Dublin region and to society as a whole.

ITT Dublin supports targeted research in priority areas, which act as a significant resource for regional and national industry. Active applied research directed towards health related topics represents the primary focal point for research interest at ITT. The Centre for Applied Science for Health consolidates a range of health related research efforts under a single coordinated umbrella and we seek to build on this strong position. ITT Dublin will develop strength and depth in its research capacity and will consolidate other Institute research priorities into a second major thematic research area during the period of this plan

Our core research activity is consolidated around a health research pillar that complements and adds capacity the research strengths of the Environment, Energy and Health pillar of the DTUA. Other less intensive research activities fit under the other proposed DTUA research pillars, namely, Information, Communications and Media Technologies, New Materials and Devices, and, Society, Culture and Enterprise.

The quality and international flavour of the research activity at ITT Dublin is evident in publication data (from Scopus - SciVal):

- Publication number: 17 peer-review papers in 2014; the 5-year figure is 132
- Citations: ITT Dublin publications generate an average of 6.6 citations per publication (5 year data)
- The 5-year field weighted citation impact average is 0.98
- 50.0% of publications involved an international collaboration.

Research Institutes facilitate collaborative links between researchers, research centres and groups in order to build critical mass in distinctive fields of endeavour. Each Research Institute will act a formal, recognised part of the TU4D research infrastructure providing for the optimal deployment of resources and ensure the best possible profile for research impact.

Performance to date shows good progress in consolidation of research themes, in growing research student numbers, in developing a Joint Graduate Research School, engagement with industry and in knowledge transfer. New initiatives include support for key research staff, consolidation of research activity within signature research themes, investment in post-doctoral positions, and targeted measures to increase competitiveness in national and European funding, all of which have been implemented as of 2015.

Postgraduate Certificate in Professional Practice

In response to a call from the HEA for proposals to participate in a pilot Postgraduate Certificate in Professional Practice (PCPP) in December 2013, the DTUA partner institutions formed a consortium in January 2014 to develop an award that will be available as part of the pilot. As part of the consortium discussions, the partner institutions have explored issues around the development of DTUA awards and related operational matters.

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

ITT exceeded targets and are running at > 65% conversion rate of Phase 2 programme participation through sustainable enterprise formation – over 2013 and 2014. (A total of 18 from 24 programme participants in 2013 are either trading or continuing to develop their businesses.)

ITT is a member of the *Dublin Region Innovation Consortium (DRIC),* which comprises ITT, DIT, ITB, IADT and NCI. The consortium completed a formal mid-term review in November 2014, and was highly commended by the international review panel. EXTRACT from review panel report:

REVIEW FINDINGS - DRIC
The Panel recognised this as an impressive consortium that hit the ground running with a well thought out plan and an ability to evolve with learning. An effective KT operation is evident; there is also strong evidence of trust, sharing and a good working relationship between the partners. A comprehensive forward plan is present.

The Panel noted that metrics targets have been achieved or exceeded to date.

Overall the Panel thought that this is a strong consortium and particularly applauded the shared marketing initiatives, transfer of expertise and general collegiality and trust between the partners. The panel concluded that this consortium was a gold standard consortium with a good sense of purpose, where all partners are treated with equality. The panel noted good staff management practices at the lead institution with the implementing a full range of staff management processes resulting in a high performing TTO team. The consortium was singled out for exceptional activity.

On enhanced engagement with enterprise and the community and embedded knowledge exchange, ITT exceeded performance targets during 2014 and had a particularly strong year. Summary data include 1 x cross-border collaboration, 14 x industrial research contracts, 2 x innovation partnerships, and 22 x innovations vouchers.

On Business incubation, the Synergy Centre supported 12 start-up companies and 18 hot-desk clients with a combined total of 60 employees. In addition, the Synergy/CASH Enterprise Innovation Labs provide space for 3 Life Science & Med Device & Engineering Start-Ups with circa 10 employees. Synergy Global (located in Citywest) supported 15 expanding companies with a combined total of circa 70 employees. Overall, there 48 incubating companies with 140 employees and 75 (including New Frontiers participants & companies under incubation) companies in total were supported in 2014.

The Student Enterprise Award Scheme grew it participation numbers by 30% reaching 104 expressions of interest from Institute students and leading to 39 participants in the 2014 competition. The 2014 1st prize winner, Daniel Sage, an ITT Graduate of the School of Business – working with student associates from the School of Engineering – team ENVIROSKIM – has since gone on to register and establish a company based on his team's competition entry. He has since completed New Frontiers Phase 1 with ITT during summer of 2014 and is now enrolled on New Frontiers Phase 2 (from September 2014) and is developing his business from a hot desk in Synergy Centre. Daniel and the Enviroskim team are a great example of the kind of synergies we wish to cultivate though the co-location incubation facilities and enterprise supports on a third level campus.

Appendix 6 Enhanced internationalisation

The Institute continues to develop its international; collaborations with universities in China, Vietnam, Malaysia, Brazil and Canada. The institute is currently involved in developing with its partners DIT and ITB an international strategy.

Appendix - A.7   Institutional consolidation

TU4Dublin

The development of the TU4Dublin is a very ambitious and exciting opportunity for the three partner institutions involved and indeed for Irish higher education. Along the journey to date there have been several learnings. Included here are some observations with regard to recent developments:-

1. A significant milestone in the development of the project was the coming together of the Governing Bodies of the three Institutes to discuss, debate and reflect on issues that would inform the creation of what is hoped to be the first technological university in Ireland.

2. To consult with and engage staff there have been briefings, meetings and workshops to ensure that inputs into the process are reflective of the full range and diverse range of insights and perspectives.

3. The Presidents and senior colleagues within the three Institutes have provided personal commitment to advance this large and complex change project. The Steering Group, comprising the three Presidents with an independent Chair, meet at least weekly to monitor progress, take key decisions and champion progress as required.

4. The large number of colleagues involved, with legitimate diversity of views, may obviously be quite challenging in such a change process. However, the Steering Group put in place the 'Safe Space' mechanism, to enable such diversity of views to be recognised and brought forward in a structured way. Each of the Presidents continues to meet with different groups of colleagues and there is full commitment to continuing to do so throughout the process.

5. Experience from Aalto University, Finland and elsewhere, has reiterated the need to 'communicate, communicate and communicate' whilst on this journey of development. To support this goal, the Alliance has put in place additional resources to the existing communications teams targeted on enhancing TU4D communications efforts.   Currently, in addition to briefing sessions and meetings, there are weekly e-newsletters provided to staff and regular use of social media. The additional resources will elevate this activity even further.

6. External engagement is also a feature of the work of the Steering Group and colleagues, by building awareness with the media, industry and other stakeholders.

7. In April 2015, the TU4D Alliance hosted a joint symposium with Canadian higher education colleagues, focused on 'Higher Education in Transformation' (http://www.highereducationintransformation.com). This allowed a great sharing of knowledge and benchmarking and provided invaluable insights, concepts and approaches for the development of TU4D.

8. The TU4D Alliance has received some funding for the development of this important initiative and this has been very helpful in stimulating progress. It recognises, however, that such transformations do required substantial investment and additional funding will be required if national policy is to be addressed and the needs of future students are to be met.

9. One major concern of the TU4D Steering Group is that of the TU legislation and the difficulty involved in maintaining momentum amongst colleagues and other stakeholder for this critical initiative whilst the progress of the legislation continues to be delayed. The TU4D calls on all who have the power to do what is possible to move this on as quickly as possible.

In addition the following progress was achieved with our TU4D partners.

- Development and implementation of 1st Year Experience (FYE) strategy The development phase of the FYE strategy is completed. Focus of the implementation will be through a range of FYE initiatives to be launched in 2015/16.
- The joint Graduate Research School (GRS) has been established with representation from each of the three institutions. Students from the three partners are now registered in the GRS.
- Development and implementation of Structured PhD programme and was successfully validated and approved by Academic Council in 2014 with pilot modules rolled out in 2015. Consolidation of the TU4D doctoral education aligned with the national doctoral framework is a key focus of the joint Graduate Research School.
- Delivery of joint technology transfer measures (See Appendix 5)
- Joint prospectus and entry in CAO handbook/ website   On review it was agreed that a joint prospectus would be confusing for applicant students in advance of the legal merger of the 3 TU4Dublin partners. However, a common communication has been included in each of the three prospectuses and on the website, alerting prospective students to the development.
- Development and delivery of a joint internship programme. A cross institutional work group is in place and is developing a joint TU4D model for work placement/service learning/internship and will be reporting its findings by the end of 2015. The experience of the STEM internship programme (involving the 3 partners) will be drawn upon in this regard.
- Joint marketing to international student markets

    A joint marketing strategy is in development and entails co-operation between the partners in relation to for example:

    1. student recruitment including agreement to a unified fee structure;
    2. development of common marketing materials;
    3. transfer of ITB agency agreements to DIT and
    4. development of an agreed marketing plan in each region.

- Finalise mapping of professional services functions; develop action plan and implement initial key actions. An initial mapping of professional services functions is complete and a range of functional groups have been formed with a focus on issues related to the merger of the 3 partners.

- Integration of these functions forms part of the project to develop an organisation design appropriate to a technological university. The project is underpinned by an extensive engagement process involving to date (end May 2015) approx. 60 workshops with 200 managers from the TU4Dublin partners.

- Scoping of DTU Digital Campus   The scoping of the project is underway and involves:-
    1. Finalising an agreed vision
    2. Determining and prioritising user requirements
    3. Completing the audit, assessment and gap analysis of current systems & people capability
    4. Developing and implementing a detailed plan, including budget and communications

    The approach as described has been informed by engagement with potential technology partners/providers including IBM, Gartner, Tata, Ellucian, Educause and potential partner universities. It is anticipated that phased implementation of agreed deliverables will commence in the first half of 2016.

- Finalise a DTU financial model   A high-level I&E breakdown for the merged entity has been projected. Further work, including sensitivity analysis is currently underway.

  An internal resource allocation framework for the merged entity is in early stages of development and it is anticipated will be agreed ahead of the legal merger.

  Appropriate transition arrangements in relation to funding are being considered with a view to engagement as appropriate with the HEA

- Continue work with the multi-party forum to agree key actions to achieve a 'Workplace of the Future'. A 'Safe Space' Forum for dealing with HR & IR-Related matters comprising the three Institutes and the four recognised Trade Unions (IMPACT, TUI, SIPTU and UNITE) is in place. It is operating with agreed terms of reference under the auspices of the Labour Relations Commission. As part of the arrangement, a representative from IMPACT has been seconded to the project to facilitate engagement as may be required and arrangements have been made to buy-out time of TUI members to participate in different working groups.

- Agree and put in place a framework/structure for engagement with the collective DTUA student body. There has been positive engagement between the 3 student unions and the TU4Dublin partners. This engagement includes an agreed representative of the 3 SUs joining a key 'Academic Matters' working group and agreement that a student will join the TU4Dublin Support Team as early as possible in the 2015-2016 academic year.

- Amalgamation of DIT, ITB and ITT within a suitable legal vehicle in preparation for application for Technological University designation Real progress on this item is completely dependent on the TU legislation being in place. However, preparation work for three aspects of a unitary organisation (Governing Authority, Academic Council, Organisational structure) is proceeding, albeit with completion of each piece being delayed due to the absence of legislation. Once timing of enactment of the TU legislation becomes clearer, more rapid progress towards completing these pieces of work can be made.

  The TU4D Alliance emphasises the critical nature of the timely passage of legislation to substantial progress being achieved on the target and to the momentum being maintained amongst colleagues, students and other stakeholders towards the development of this new technological university.