

Strategic Dialogue Cycle 2

HEI Self Evaluation Report



INSTITUTE OF TECHNOLOGY
TRALEE
INSTITIÚID TEICNEOLAÍOCHTA TRÁ LÍ

Introduction

Outlined below is detail of the performance of the Institute of Technology Tralee with respect to objectives outlined in the signed Mission Based Performance Compact. This document constitutes the HEA requested template “Strategic Dialogue Cycle 2 HEI Self Evaluation Report”.

Within the self-evaluation report the Institute has outlined progress and positive performance against the seven priority heading targets as outlined within the compact. While overall the progress across the range of priority areas target attainment have returned positive results the reader will notice that in certain circumstances targets have not been realised as initially planned. In these cases explanations have been provided outlining relevant background information and the particular circumstances which have resulted in a target not being met in full.

The strategic dialogue process, the associated identification of targets and tracking of progress against targets have provided valuable learnings across the priority areas. As we have moved through this process certain data sets have been further refined, allowing for more accurate reporting and in turn providing increasingly measurable responses.

To date the influence of the national context on the attainment of objectives across the seven focus areas has become more apparent. While initially, area specific targets may have appeared within the control of the Institute, in certain situations it has been recognised that external factors have a much more significant impact on resulting target attainment. The national finances, funding and resources available to HEIs continue to have an impact on the performance across the sector. These impacts manifest in numerous ways and can result in limiting the control of the Institute over its performances in certain instances.

The Institute remains on track to create the Munster Technological University with our partner CIT. While this project is well under way we continue to seek appropriate Technological University benchmarking examples. To date ITT national and international benchmarking has been conducted within a framework of limited resources and to a certain extent informal, particularly in the international context. While our partners CIT have made progress with respect to international benchmarking, being involved in the “U-multirank” benchmarking exercise, ITT through the merger project with CIT will investigate further international examples of HEIs against which to benchmark. As mentioned in previous fora, the Institute would welcome support from the HEA in identifying and forming links with a number of appropriate international Institutes/Technological Universities.

For the purpose of this report the Institute of Technology Tralee is performing well against the targets agreed in the initial Mission Based Performance Compact. While ITT has exceeded targets in certain areas, challenges have presented themselves in the case of certain deliverables. The Institute will continue to review and assess targets with respect to the challenging environment within which we operate.

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
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.	Many inter-institutional relationships exist but no formalised cluster structure is in place.	Agree and implement a governance framework for joint activities including: <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> A cluster board has been established comprising of the Presidents and Registrars of the five cluster HEIs. An MoU (Framework for Cooperation) comprising of terms of reference for the cluster has been agreed and signed for the cluster. The Chair of the cluster rotates on a six-monthly basis between the five HEIs. In 2014, the Chair was held by UCC, WIT and IT Tralee. Arbitration procedures have been agreed as part of the Framework. A work-plan focusing on the areas of mapping, academic progression and research is in place 	Complete a progress review in terms of delivery of the work plan and implementation of agreed projects.	Evaluate the effectiveness of the governance framework in place for the cluster and explore further collaborative opportunities.	<p>Progress of the work plan is carefully monitored at the Cluster Board meetings.</p> <p>The five HEIs have agreed to re-examine the governance arrangements in place, specifically the possibility of an independent chairpersonship. The role and responsibilities of this position are being detailed.</p>

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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.	Many inter-institutional pathways exist but no complete mapping profile is available.	<ul style="list-style-type: none"> 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. 	<p>A baseline mapping has been completed focusing on secondary to tertiary education. This has captured provision at Levels 6-8 of the NFQ.</p> <p>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 HEIs and ETBs/FE providers.</p>	Develop uniform access/progression scheme for the cluster.	Review pathways profile based on new academic developments.	In addition to the ongoing work on improving student pathways, all five HEIs form part of the membership of one of the two Regional Skills For a in the South West/ South East regions.

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
Shared Academic Planning.	Develop a cluster wide academic planning structure focused on the delivery of national priority objectives such as the Transitions Initiative, Horizon 2020 and other objectives focused on improving the economic, social and cultural profile of the cluster region.	No cluster wide academic planning structure exists. <i>[to improve the formatting of the document the full baseline text is included as a footnote below]¹</i>	Baseline mapping of academic programme provision across the cluster completed; Research mapping completed to identify potential research synergies; (Programme and research mapping will provide a profile across the cluster and will inform next steps – complete during academic year (2014/15).	A baseline mapping of academic programmes across NFQ Levels 6-8 has been completed. This is being continuously reviewed. A research mapping has been completed.	Implementation of joint academic developments which are informed by the baseline mapping process across the cluster and targeted at delivering on regional economic and social needs.	Review operation of academic planning process with a view to identifying new areas for collaboration in the next round of institutional compacts.	Work on this objective is ongoing. One of the key achievements has been the development of shared research symposia. It is intended that up to 3 a year will take place across the cluster HEIs. This facilitates engagement and networking across the cluster in the research areas.

¹ **Full baseline text:**

No cluster-wide academic planning structure exists. However there is an understanding that:

- Individual institutes will continue to provide a broad base of undergraduate course opportunities up to level 8 to satisfy needs of individual hinterlands given the geographical scale of region
- External stakeholders such as regulatory and professional bodies will also influence the planning and delivery process
- The number of CAO entry paths is expected to reduce with the collective implementation of the transitions initiative
- Agreement that there are benefits to shared academic planning in specialist areas, most notably at Level 9 and above
- Acceptance this will lead to the creation of strong thematic areas in individual and cooperating institutes in the cluster.

This activity is particularly relevant to the delivery of Horizon 2020, Government objectives, targets for R&D activity and enterprise and industry development. It is also relevant to the delivery of industry and employer needs, hence engagement with employers in the region is significant to academic planning agenda.

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
<p>Increase the progression of students with disabilities who successfully complete the first year of their programme of study, through enhancement of student support including teaching and learning strategies for inclusion with a specific focus on students with disabilities. Increase the progression of students with disabilities through their programme of study to graduation.</p>	<p>Percentage of students with disabilities who successfully complete the first year of their programme of study.</p>	<p>This is in line with the IT, Tralee's Access Service Strategy Plan 2014-2020.</p>	<p>60%</p>	<p>Target achieved – explanatory detail below. Progression rates for access cohorts are generated from Banner, the student records system, using customized pivot tables. These pivot tables report on full-time and part-time students on the 1st year of their course of study for the first time i.e. new entrants to 1st year and 1st year students who are new to the course but not new to the Institute. It does not include repeat attending or repeat exam only.</p> <p>For the purposes of this interim report, the progression rates refer to the 2013/14 cohort of 1st year students. Of this cohort, 68% of the students progressed to Year 2 of their programme. This increase from 60% in the reference period prompted further examination of the original data which resulted in a revised progression rate of 64.7% for that period.</p>	<p>61%</p>	<p>62%</p>	

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
				<p>Revised procedures for data recording on Banner and more advanced reporting mechanisms for all access groups is currently under development at the Institute.</p> <p>Overall progression by students within the target groups has been on par with the general student body thereby drawing attention again to the need to increase the new entrant intake. This is accompanied by a pattern of a generally steady, moderate increase over the past 5 years of students with SLD and a steady decline until 2014 in students from the target groups suggesting that progression by way of transition from second-level and via other routes remains challenging.</p> <p>ITT's pre-entry seminars and CPD workshops are designed to tackle some of the challenges, however, earlier intervention in the form of learning and assisted technologies resources and</p>			

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				<p>capacity building in primary and secondary level is required to realise an increased and more consistent progression pattern for these students.</p> <p>The workload and time commitment for students with physical and sensory disabilities is noteworthy as it is far greater than that required of other students as is the time required for personal and health care. Supported part-time enrolment while challenging, in that the student has new classmates each year and a longer time span to complete the programme, would contribute to the achievement of increased access, transfer and progression for some students.</p> <p>In the draft targets circulated for the new National Access Plan, the multiple disabilities category has not been included. If this group is not included in the final plan, then IT Tralee would</p>			

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
				propose revising the target to include students with physical and sensory disabilities only.			
To increase the participation rate of mature students entering full-time undergraduate programmes of study at the Institute.	The percentage of mature student entering full-time undergraduate programmes of study at the Institute.	In the academic year 2010/11, 24% of all new full-time students were classified as mature.	24% of full time new entrants will be mature students.	Target achieved. All mature registrations as percentage of full-time undergraduate cohort: 25% in 2014/15. ITT is currently preparing to survey mature candidates who were offered a full-time place at ITT for entry 2014 and who did not accept this or any other HEI. The purpose of this survey is to inform the Institute on current barriers to participation by interested parties.	25% of full time new entrants will be mature students	26% of full time new entrants will be mature students	
To increase the participation rate of students from the non-manual, semi and unskilled worker groups on full-time undergraduate programmes of study at the Institute.	The percentage of new entrants from the non-manual, semi and unskilled worker groups on full-time undergraduate programmes of study at the Institute.	In the academic year 2010/11, 25% of all new entrants were from non-manual, semi and unskilled worker groups.	25%	Target achieved. In 2013/14, the HEA's Equal Access Survey recorded 184 new entrants from socio-economic groups [26.6% of all full-time new entrants via the CAO]. Through its Pathfinders Second-level Schools Access Programme, the Institute continues to work with the participating schools to promote access, transfer and progression for these groups.	26%	27%	

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
				The Institute is also planning to expand the programme to include all schools in the county of Kerry and thereby expand its pre-entry enabling initiatives and increase its reserved places for these students.			
To increase the participation rate of students from the Travelling Community on Institute programmes.	The number of new entrants from the Travelling Community on Institute programmes.	In the academic year 2010/11, 1 student self-declared that they were a member of the Travelling Community.	Develop a bespoke programme to address needs of this target group	<p>Target achieved. The Institute enrolled 5 x 5th year students on the Star Pupil Traveller Access Programme for Second-level Students in the academic year 2013/14 and 7 x 5th year students in 2014/15.</p> <p>Of the 5 students in 2013/14, 3 are sitting their Leaving Certificate exams in June 2015.</p> <p>Of the 7 students in 2014/15, 5 have remained on the programme and are going on work experience in the summer of 2015. The remaining 2 have transferred to a Youthreach programme.</p>	Enrol approximately 5 on the bespoke programme	Meet HEA target for this cohort.	

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				<p>A newly initiated Junior Cycle Access Programme is currently under development for launch in September 2015. The purpose of this programme is to support progression to the Star Pupil Programme.</p> <p>In October 2014, 7 Traveller women graduated from ITT with a Minor Award Level 6 in Culinary Skills.</p> <p>In 2013/14 and again in 2014/15, 1 new entrant to a full-time undergraduate programme formally declared their Traveller identity to the Access Service. In each respective year, ITT had 2 full-time undergraduate students formally registered with the service.</p>			
				<p>The Institute promotes a peer support approach to developing access to third-level for members of the Traveller community and supports the community to learn together to achieve access, transfer and progression.</p>			

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
				(All of the data within this section has been gathered from a combination of the Institutes banner MIS, Institute Access Office longitudinal data collection, HEA equal Access Survey)			

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
Increase the participation rate on Institute programmes of new entrants with specific sensory, physical or multiple disabilities.	Increase the percentage of new entrants with specific sensory, physical or multiple disabilities.	In the academic year 2010/11, 11% of new entrants at IT Tralee have a registered disability/learning difference (this is one of the highest percentages in any publicly funded HEI). Of these, approximately 21% have a sensory, physical or multiple disability.	21%	<p>12% - Under achieved on this target. The target set for 2014 was based on the Institute's Strategic Plan for Access. This plan was based on average figures generated over a 3-year reference period, 2009/10, 2010/11, 2011/12. The baseline provided in the Compact represents that average. The challenge provided by the baseline data represented a time period when ITT had a particularly high representation from this target group. This has made the targets for the Institute over the duration of the compact particularly ambitious.</p> <p>For the purposes of this interim report, the Institute is retaining the same reporting parameters, that is, referring to i) the new entrant intake of all students with disabilities for 2014/15 (this includes students with learning difference as was also the case in the baseline figures) and ii) the number of students with physical, sensory and multiple disabilities as a percentage of this new</p>	22%	24%	

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
				<p>entrant intake of students with disabilities/learning difference. For the purposes of clarity the baseline text has been amended to include 'learning difference'.</p> <p>With regard to new entrant undergraduate students (1st year of undergraduate study) with a disability/learning difference. In the academic year 2014/15, ITT registered 95 new entrants; 75 with learning difference, 20 with physical, sensory, mental health or significant health conditions.</p> <p>All new entrants with disabilities/learning difference (95) constitutes 13% of all new full-time undergraduate entrants via CAO in that academic year (710).</p> <p>Of these 95 new entrants, 12% [11] have physical, sensory or multiple disabilities. [Note that of these 11 students, 7 in total have multiple disabilities].</p>			

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
				<p>AHEAD's Participation Rates Survey 2013/14 cites ITT as having the second highest participation rate of students with disabilities in the IOT sector (the IOT and Other sectors were grouped together for the first time that year for reporting purposes). AHEAD reports an average participation rate of 5.1% in the IOT sector and 4.4% in the University sector. While the overall participation rates for new entrants with disabilities/learning difference has increased from 11% to 13%, the new intake of students with physical, sensory and multiple disabilities has declined significantly. In line with Strategic Action 4 to carry out pre-entry networking with disability organisations in the county, [Disability Support Service, ITT Access Plan 2014-2020, p.24], the Institute has collaborated with the Special Education Needs Organisers to host 3 campus-based pre-entry information seminars in 2014/15 for senior cycle students [total attendance 70]. The Institute plans to continue this collaboration into 2015/16 and to also maximize on the College Awareness Week national campaign for this purpose.</p>			

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
				<p>The Institute is undertaking an evaluation of the DARE programme to be completed October 2015 to determine if this option would positively promote access for students with disabilities particularly from the 3 target groups.</p> <p>Previous experience raises concerns vis-à-vis access on a full-time basis for students with physical, sensory and multiple disabilities as well as progression for these students. The challenges of full-time participation have proven prohibitive for some students over the years but part-time enrolment is not a financial option. Furthermore, the FSD does not support part-time students.</p> <p>CPD workshops are being delivered as part of the Institute's staff development programme; a workshop on supporting students with mental health conditions was delivered by Student Services in February 2015.</p>			

3. Excellent Teaching and Learning and Quality of the Student Experience²

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
<p>Increase completion and progression rates through enhanced generic and specific student supports leading to greater retention in specific categories:</p> <p>(a) Students with Disability, (b) students with specific learning difference, (c) pathfinders.</p>	<p>Percentage Completion and progression rates for:</p> <p>(a) Students with Disability, (b) students with specific learning difference, (c) pathfinders.</p>	<p>At the time of establishing the baseline data the figures used related to the general student population. Since publishing, ITT has generated from the banner MIS system specific data for each of the identified student categories. Below are the revised percentages by category.</p>	<p>Mean to date, AY 2013/14</p> <p>Level 6 +1% Level 7 +1% Level 8 Maintain</p> <p>Level 6 +1% Level 7 +1% Level 8 Maintain</p> <p>Level 6 +1% Level 7 +1% Level 8 Maintain</p>	<p>The data collected from Banner under the Disability, Specific Learning Difference and Pathfinders categories indicates that:</p> <p>a) Level 6 (67.6%) Level 7 (65.2%) Level 8 (80.1%)</p> <p>The progression for the broad students with disability category has not increased at level 6 and level 7 first years, and has increased for level 8 first years.</p> <p>b) Level 6 +1% (62.2%) Level 7 +1% (59.8%) Level 8 Maintain (83.7%)</p> <p>The progression of first year students with SLD has increased at each NFQ level.</p>	<p>+1% +1% Maintain</p> <p>+1% +1% Maintain</p> <p>+1% +1% Maintain</p>	<p>+1% +1% Maintain</p> <p>+1% +1% Maintain</p> <p>+1% +1% Maintain</p>	

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.

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
		<p>Mean to date, AY 2011/12</p> <p>Level 6 (69.1%) Level 7 (65.7%) Level 8 (78.0%)</p> <p>Level 6 (59.1%) Level 7 (57.7%) Level 8 (78.1%)</p> <p>Level 6 (59.5%) Level 7 (42.8%) Level 8 (67.8%)</p>		<p>c) Level 6 +1% (64.1%) Level 7 +1% (44.2%) Level 8 Maintain (70.2%)</p> <p>The progression of first year Pathfinders students has increased.</p>			
Development of postgraduate Qualifications profile of the Institute's Staff.	Staff Registered for a postgraduate degree programme annually	26 staff registered on postgraduate degree programmes in AY2012 / 13	+ 5 staff	+ 6 staff; for future years maintaining positive growth in the total numbers of staff enrolled in postgraduate degree programmes will prove more challenging based on finances available to provide support and on the base number of staff wishing to participate in postgraduate education.	+ 5 staff	+ 5 staff	

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
Increase the number of students involved in civic engagement activity.	Increase the number of students registering for the Community Service Initiative modules.	14 students registered on Community Service Initiative module in 2012/13.	+ 10%	22 Students registered on Community Service modules in AY 2013/14. This increase surpasses the 2016 target (18 students).	+ 10%	24% increase in registrations from baseline.	
To increase the number of programmes delivered using blended learning approach.	Number of programmes delivered in a blended learning capacity. Number of students enrolled on blended learning programmes.	2 blended learning programmes, 50 students enrolled.	4 programmes, 80 students enrolled.	4 programmes, 85 students enrolled.	6 programmes, 120 students enrolled.	8 programmes, 160 students enrolled.	
Increase the level of health awareness among staff and students.	Number of departments operating the SipITT programme.	1 department operating the SipITT programme in the Academic Year 2013/14.	3 departments operating the SipITT programme.	The three departments in the School of Health and Social Sciences are operating the SipITT programme: <ul style="list-style-type: none"> • Nursing and Healthcare Studies; • Health and Leisure Studies; • Social Sciences. Further roll-out is planned in the context of the Living Campus initiative.	5 departments operating the SipITT programme.	All departments operating the SipITT programme.	

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
Continue to grow and develop the level of research being undertaken within the Institute, ensuring that the quality and standard of research engaged is of an international standard.	Growth in researcher headcount.	50 researchers.	55 researchers.	65 researchers – target exceeded. The target was exceeded as a direct result of a number of strategic measures put in place by the Institute in 2014 to grow and enhance the international standing of research at ITT: (a) A Research Office was established to centralise all institutional research activities (b) The Institute’s RDI Strategic Plan 2014-16 was published setting out the key priorities and KPI’s to be achieved during this 3 year period. The plan aligns with the ITT Mission Based Performance Compact Agreement with the HEA. (c) Flexible enabling incentives were provided by the Institute in 2014 to promote and encourage academic staff to engage in research such as buy out of teaching hours for research activities/the provision of additional bespoke CPD research training modules etc.	65 researchers	70 researchers	

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
				<p>(d) Increased financial investment in the annual Masters by Research Scholarship Programme (est. in 2012) to provide more opportunities for staff to engage in research through postgraduate supervision.</p> <p>(e) Enhancement of the Scholarship programme through the provision of administration supports by the Research Office (launch of competitive call for research proposals from academic staff/ management of student recruitment / hosting of biannual research colloquia / delivery of structured postgraduate research training modules.</p> <p>(f) Successful externally secured research grant awards in 2014 totalling approx. €1m enabled the recruitment of proportional increased numbers of contract researchers hosted within the Institutes research centres.</p>			

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
				<p>The data source is collated from (a) 26 contractual research staff employed by ITT hosted within the Institutes 5 research centres funded directly by external competitively secured research funding grant awards (b) 39 academic Staff directly involved in postgraduate research supervision and/or research project management associated with the institute 5 research centres funded by ITT associated with the buyout of teaching hours for research activities incentive.</p>			

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
Recognising that the Institute should not overly rely on exchequer funding for research the Institute will actively pursue non-Exchequer sources for investment in research with particular focus on the existing research centres.	Increase in the proportion of non-Exchequer investment.	30%	35%	50% - The target was exceeded, attributed to the incorporation of this performance indicator as a KPI in the Institute's Research Strategic Plan 2014-16 and a deliberate shift in focus by ITT researchers to target international funding and direct funding from industry via consultancy contracts. The data source is collated from annual ITT research centre KPI returns to the Research Office calculated by the ratio of Exchequer research funding awards paid to ITT (national funding award grants EI/SFI/Gov bodies etc.) and non-Exchequer research funding awards paid to ITT (EU funding H2020/Life+/LLP LdV and direct consultancy from industry etc.).	40%	42%	

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
Grow in the number of publications across the research community within IT Tralee.	Growth in no of publications and % world output.	10	12	<p>49 - The target was exceeded, supported by aligning the institute objective and the data set reported to include peer review journal publications and all other publications (middle author publications, books/ book chapter(s), conference presentations /abstracts, etc. It was considered that this would constitute a more comprehensive measurement.</p> <p>The data set was collated from information (a) returned to the Research Office by Research Centres in their annual KPI returns associated with the Institutes RDI Strategic Plan 2014-16 and (b) response to an all staff survey disseminated by the Research Office in 1Q 2015 requesting to collate the ITT annual list of publications in 2014.</p>	14	16	

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
Grow number of research projects delivered with industry.	Increase in the number of research collaborations with Enterprise	40	50	<p>35 – Target not reached. The number of new ITT research collaborations via funded contractual research agreements with new Enterprise in 2014 was +35. The target was not fully achieved as researchers were limited in their capacity to take on new projects by their on-going commitments to the existing research project workload carried over from 2013 into 2014 (H2020/FP7 projects of which ITT was co-ordinating or partner). Researchers are employed by the Institute on a contract to contract basis directly linked to funded research agreements so managing researcher’s continuation of employment contracts and project workloads is an on-going challenge for the Institute.</p> <p>The data set was collated from the sum of new externally funded contractual research agreements (funded via Innovation Vouchers / Feasibility Studies/ Innovation Partnerships/ or funded by industry via direct consultancy contracts etc.) signed by ITT with new Enterprise in 2014.</p>	60	65	

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
Alignment of the postgraduate numbers to TU criteria.	Growth in level 9/10 research degree students	36	(+25%) 45	41 – Target not achieved in full. +26 new postgraduate research degree students registered in ITT in 2014 (14 of this 26 were due to register in 3Q 2013 however these registrations were deferred until 2014 aligned with the 2013 QQI audit of the quality assurance of postgraduate research programmes at ITT) while -8 postgraduate research degree students graduated from ITT in 2014. The annual intake of postgraduate research degree students at ITT is funded primarily through the Institutes research degree scholarship programme which is resourced from and thus limited by the Institutes core funding from the HEA. The Institute currently funds 15 new postgraduate research degree students’ p.a. and this is unlikely to increase going forward due to the projected HEA funding to ITT to 2016 which will impact the 2015 and 2016 targets in this performance indicator. The data set was collated from the Institutes postgraduate research register hosted by the Office of the Registrar.	56	70	

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
Increase commercialisation activity within the Institutes research centres through licences, invention disclosures and patent applications.	Increase in commercialisation activity.	5	8	8 - The target was achieved, the performance indicator baseline was aligned with the Institutes 2014 TTS12 metric returns to EI which include research agreements funded directly by industry as a key technology transfer performance indicator. ITT signed 8 research agreements with industry which were funded directly by industry (Innovation Partnerships/Research Consultancy only and excluding Innovation Vouchers) in 2014. The data set was collated from ITT technology transfer metrics returned to EI within the UL led TTO consortium TTS12 metrics returns in 2014.	9	10	

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
Employment Creation.	Business start-up programme outputs.	<p>New Frontiers Programme, IT Tralee's DiscoverITT start-up programme1.</p> <p>ITTs enterprise programme for food researchers in the FP7 funded TRADEIT2.</p>	<p>2 Enterprise Ireland, high potential start-ups (HPSUs) - 6 employment positions.</p> <p>2 DiscoverITT generated businesses - 4 employment positions.</p> <p>1 international spin out through TRADEIT - 2 employment positions.</p>	<p>Target exceeded for HPSUs. There were 2 Enterprise HPSUs Salaso – now employing 5 fulltime and 3 part time employees.</p> <p>HarpoonConnect – now employing 4 full time people.</p> <p>The award winner for TRADEIT has just completed a PhD and is now actively collaborating with the associated SME with a planned spin-out in 2016.</p>	<p>2 high potential start-ups (HPSUs) - 6 employment positions.</p> <p>2 DiscoverITT generated businesses - 4 employment positions.</p> <p>1 international spin out through TRADEIT - 2 employment positions.</p>	<p>2 high potential start-ups (HPSUs) - 6 employment positions.</p> <p>2 DiscoverITT generated businesses - 4 employment positions.</p> <p>1 international spin out through TRADEIT - 2 employment positions.</p>	

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
Regional Enterprise Collaboration.	Business Support for Micros and SMEs.	Member of KEDU (joint group of IT Tralee, Kerry County Council, Enterprise Ireland, IDA, County Enterprise Board, Údarás na Gaeltachta, North and East Kerry Development, and South West Kerry Partnership) Engagement for regional economic development between IT Tralee, CIT, UCC, WIT and Carlow ITT.	<p>Appoint an innovation officer for the county operating from the ITT campus as one stop information point for setting up and running a business in Kerry.</p> <ul style="list-style-type: none"> • Award 3 local innovation support scheme to a value of €2,000 each. • Complete 1 Enterprise Ireland innovation voucher to a value of €5,000. • Provide training programmes for innovation idea generation to 30 individuals (3 training programmes with 10 participants) in the county. 	<p>The Innovation Officer was appointed and operated from the IT Tralee campus and completed the tasks required in the assigned six months targeted strategy, INNOVATEKerry is now fully established and is led by members of the IT Tralee, LEO, Kerry County Council, NEKD and Enterprise Ireland. The operations of the website is being managed by the economic planning officer at Kerry County Council.</p> <p>Target exceeded – 6 companies received innovation vouchers to establish and set up their website – an innovation voucher of €2,500 with match funding. A greater number of companies received the voucher across the Kerry region – close to 40 in total. Achieved in collaboration with IMaR for a product to facilitate safe distribution of disease control for grass.</p>	<p>Award 5 local innovation support schemes to a value of €2,000 each.</p> <p>Complete 2 Enterprise Ireland Innovation Vouchers €5,000 each.</p> <p>Provide training programmes for innovative idea generation to 30 individuals (3 training programmes with 10 participants) in the county.</p>	<p>Award 6 local innovation support schemes to a value of €2,000 each.</p> <p>Complete 3 Enterprise Ireland Innovation Vouchers to a value of €5,000 each.</p> <p>Provide training programmes for innovative idea generation to 30 individuals (3 training programmes with 10 participants) in the county.</p>	

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
			<ul style="list-style-type: none"> Promote the Brussels School of Management Learning By Doing model to 10 SMEs who then become part of the European Network. Promote employee development, enterprise support and development and graduate formation through an integrated 5 partner-led programme of activities and support. 	<p>Target achieved in collaboration with the Kerry Business Women's Network (KBNI) and INNOVATE Kerry and CEED. Promotion target achieved and requires further work to follow through on signing up companies to participate and to collaborate with partners at the Brussels School of Management. Decision of full roll out yet to be agreed.</p> <p>Target exceeded. Cooperated with Kerry LEO, Enterprise Ireland, Kerry County Council, NEKD, SKDP and Udaras na Gaeltachta and KBNI through the Kerry Month of Enterprise, Attendance at events as guest speaker at events held such as RuralBIZ awards, Skillsnet promoting entrepreneurship in Kerry seminar, Business start-up and Business Development events and training, in house training at FEXCO, employer/student/graduate networking events through STEPS TO SUCCESS programme, WASUP Social Entrepreneurship Training event, Social Entrepreneurship Symposium, Department of Skills training.</p>	<p>Promote the Brussels School of Management Learning By Doing model to 10 SMEs who then become part of the European Network.</p> <p>Promote employee development, enterprise support and development and graduate formation through an integrated 5 partner-led programme of activities and support.</p>	<p>Promote the Brussels School of Management Learning By Doing model to 10 SMEs who then become part of the European Network.</p> <p>Promote employee development, enterprise support and development and graduate formation through an integrated 5 partner-led programme of activities and support.</p>	

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
Interactive and Applied Learning.	Real time learning.	Applied Market Research Projects Institute wide work-based learning and placement.	12 applied market research projects for both the commercial and social sector, public and private and 300 work-based placements.	High level Institution not achieved in full, however full targets met on certain sub targets. Target exceeded for the market research projects. Over 12 applied research projects were completed with a cross range of companies from the hospitality sector, to community based organisations to technology driven start-ups and SMEs. Progress made towards the target for 300 work placements. It was not possible to fully achieve the target in this cycle as the full programme for work placement for all students at the IT Tralee will not commence until the academic year 2015/2106. Work placements were facilitated through CEED although a larger number were completed in association with the different schools at the Institute. (Data drawn from a combination of Office of the Vice President of Research, Development and External Engagement (RDEE) and ITT School records).	12 market research projects for both the commercial and social sector, public and private and 400 work-based placements.	12 market research projects for both the commercial and social sector, public and private and 600 work-based placements.	

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
Community Engagement.	Integrated Activities.	Enterprise Development and Networking events.	<p>Enterprise Week – in collaboration with the County Enterprise Board, Enterprise Ireland, local media and educational community.</p> <ul style="list-style-type: none"> • Host the County School Enterprise Awards to a community of 12 second-level schools with an attendance of 200 approximately. • Host the New Frontiers showcase and awards with an attendance of 20 participants, 20 business mentors and 100 members of the general public. 	<p>Targets for Enterprise week exceeded.</p> <p>The Enterprise week was expanded to the full month of March and will now become an annual event. There were 23 events held across the county targeting multiple sectors from business idea, to set up. Growth and global expansion. Over 860 participants attended the events contributing to 10 participants for the New Frontiers Programme, 3 Innovation Vouchers and 1 technical Feasibility study leading to an Innovation Partnership Programme. The month collaborated with Kerry LEO, Enterprise Ireland, Kerry County Council, NEKD, SKDP and Udaras na Gaeltachta, IRD Duhallow, Kerry Education Training Board, Tralee and Killarney Chambers of Commerce, KBNI and Business Development Series sponsors Bank of Ireland. The Cantillon conference attracted a large crowd and engagement between academia and industry.</p>	<p>Enterprise Month / Enterprise Week in collaboration with the County Enterprise Board, Enterprise Ireland, local media and educational community.</p> <p>Host the County School Enterprise Awards to a community of 14 second level schools with an attendance of 250 approximately.</p> <p>Host the New Frontiers showcase and awards with an attendance of, 20 participants, 20 business mentors and 100 members of the general public.</p>	<p>Enterprise Quarter in collaboration with the County Enterprise Board, Enterprise Ireland, local media and educational community and international business and educational institutes partners.</p> <p>Host the County School Enterprise Awards to a community of 16 second level schools with an attendance of 300 approximately.</p> <p>Host the New Frontiers showcase and</p>	

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
			<ul style="list-style-type: none"> • Host the DiscoverITT showcase and awards with an attendance of 20 students, 20 business mentors and 200 members of the general public. • Host the Entrepreneurial School Academy for TRADEIT targeting 30 Irish and European food researchers and food SMEs for training and 100 SMEs and public agencies for the key networking event. • Initiate a Social Entrepreneurship Programme with an attendance of 100 at a local and national level for the headline conference. 	<p>ITT hosted the Kerry LEO Second level Enterprise Awards with significant success. Target for New Frontiers Enterprise Showcase met The showcase was well attended and the general public visited the stands and Radio Kerry broadcasted live for the north campus generating further interest and promotion of enterprise and entrepreneurship. Target for DiscoverITT showcase achieved. The Awards were held and the overall winner and runners up have contributed with the ideas in their final year of study. Target for the TRADEIT Entrepreneurship Academy met ITT hosted the TRADEIT Entrepreneurship Summer Academy. SMES engaged with the post graduate participants as guest speakers, mentors, business press panel members and in general networking opportunities created throughout the 3 day intensive entrepreneurship training academy</p>	<p>Host the DiscoverITT showcase and awards with an attendance of 30 students, 30 business mentors and 250 members of the general public. Develop the Social Entrepreneurship Programme with an attendance of 250 at a local and national level for the headline conference. Grow the ITT 30-hour intergenerational innovative challenge targeting 30 family intergenerational teams of 3 each (90) and 150 attendance at the final showcase.</p>	<p>awards with an attendance of, 20 participants, 20 business mentors and 100 members of the general public. Host the DiscoverITT showcase and awards with an attendance of 40 students, 40 business mentors and 350 members of the general public. Develop the Social Entrepreneurship Programme with an attendance of 400 at a local and national level for the headline conference. Grow the ITT 30 hour Intergenerational Innovative</p>	

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
			<ul style="list-style-type: none"> Launch the ITT 30-hour intergenerational innovative challenge targeting 20 family intergenerational teams of 3 each (60) and 100 attendance at the final showcase. 	<p>Target for the inaugural Social Entrepreneurship symposium met. The inaugural Social Entrepreneurship Symposium <i>Advancing of Social Entrepreneurship</i> was held with guest speakers from Social Entrepreneurs Ireland, The NEKD, CEED, and practicing social entrepreneurs. The audience was made up of both wider community and students. The ITT is currently reviewing the social entrepreneurship targets in the context of the resource availability.</p> <p>Target for the 30 hour intergenerational innovative challenge met. The 30 hour intergenerational event was held. The teams engaged in problem solving activities, an enterprise based treasure hunt, business stress panels and presentations. A great 30 hours of fun was held by all. The winning idea was a social space for gamers, The decision was taken to make the event an intersociety event for the ITT in 2015.</p>		challenge targeting 40 family intergenerational teams of 3 each (120) and 200 attendance at the final showcase.	

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
Alumni engagement.	Active database of graduates and strength of engagement between them and the IT Tralee.	Relationship database system monitoring the type of engagement – e.g. mentoring, guest speakers, panel members.	200 active business alumni.	200 active business alumni target exceeded. A reunion was initiated of all graduates of the School of Business Students since the opening of the RTC in Tralee. Over 150 attended the day's workshops and reunion gala dinner with a database in excess of 200 hundred being established. Data sourced from Office of Vice President of RDEE and School of Business and Humanities.	400 active business alumni.	800 active business alumni.	

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
Grow Fee Paying Student Recruitment.	Registration of fee-paying international students.	110	(+10%) 121	10% target achieved. However a major component during the year in question was Brazilian. (ITT international student numbers). This once off gain may temper target attainment in future years.	(+10) 133	(+10) 146	
Maintain and manage the population of international students at ITT in line with the percentages of international students attending higher education in the top performing destination countries for internationalised education.	The percentage of international students attending ITT.	15%	15%	15% target achieved. The outlook for maintaining this percentage may be challenging considering the increased administrative requirements of the Erasmus programme.	15%	16%	

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
Grow and maintain a sustainable portfolio of international student markets, thus reducing over reliance on any particular fee-paying market(s). This will also enhance the internationalised learning environment within ITT.	Registration of fee-paying international students.	20	22	Portfolio of 28 countries. While this total number is higher than the original target, the numbers of students from some countries may be small. The intention will continue to maintain a manageable portfolio of countries, contributing to spreading risk associated with any one or number of countries.	25	28	
Maintain and manage the ITT/RCSI Medical Commencement Programme.	New Students Registered.	170	170	145 – Target not achieved in full. Reduced intake than had been planned for. This source of students can be subject to a degree of variance year on year. General experience is that the average intake over a number of years achieves target. The intake numbers will however be continually monitored over the coming years. (All data in this section from the International office and international student data held in banner MIS).	170	170	

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
Achieve designation as a technological university through merger with IT Tralee.	The establishment of the Munster Technological University.	n/a	Stage 3 of the process towards technological university designation successfully completed.	<p>April 2014 - Development of Stage 2 submission.</p> <p>May 2014 - Peer review of the Stage 2 submission by panel of international experts.</p> <p>May/June 2014 - Presentation of the final Stage 2 submission to the Governing Bodies of ITT and CIT.</p> <p>June 6th 2014 - Stage 2 submission formally submitted to HEA.</p> <p>September 2nd 2014 - Stage 3 evaluation.</p> <p>December 5th 2014 - Informed of successful outcome from Stage 3 of process.</p> <p>February 24th 2015 - Governing Bodies of ITT and CIT re-affirm their decision to merge. ITT has completed Stage 3 of the process. A number of delays have occurred including in drafting the legislation and industrial action by the TUI. These delays have not resulted in a change to the timelines but changes may be needed if the delays persist.</p>	Merger of CIT and IT Tralee substantially completed (70%).	Merger of CIT and IT Tralee completed.	