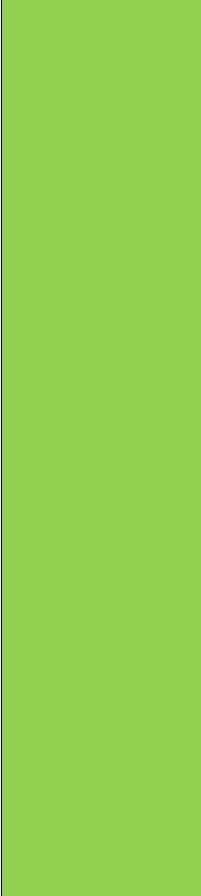


<p>Shared academic planning</p>	<p>Develop cluster-wide shared academic planning structure focused on the delivery of national priority objectives such as the Transitions Programme and Horizon 2020 and other objectives focused on improving the economic, social and cultural profile of the cluster region</p>	<p>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;</p> <p>External stakeholders such as regulatory and professional bodies will also influence the planning and delivery process; The number of CAO entry paths is anticipated to reduce with the collective implementation of the transitions initiative;</p> <p>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 co-operating institutes in the cluster.</p>	<p>Baseline mapping of academic programme provision across the cluster completed</p> <p>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)</p>	<p>A baseline mapping of academic programmes across NFQ Levels 6-8 has been completed. This is being continuously reviewed.</p> <p>A research mapping has been completed.</p>	<p>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</p>	<p>Review operation of academic planning process with a view to identifying new areas for collaboration in the next round of institutional compacts</p>	
--	---	---	--	---	---	---	--

<p>Shared academic planning</p>		<p>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</p>					
<p>Meet the criteria for technological university designation</p>	<p>Achievement of technological university criteria</p>	<p>Stage 1/MOU approved and Stage 2 commenced</p>	<p>Submission and approval of Stage 2 Business Plan for TU</p>	<p>Substantially meet targets for TU designation. Discussions suspended in relation to merger</p>	<p>Review against criteria</p>	<p>Changed from formal assessment (stage 4) to WIT meets the performance metrics of an internationally performing university</p>	

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
Continue to make available lifelong learning and flexible learning opportunities to the learner population	Number of part-time and flexible learners as % of total level 6 to 10	15% (1,248/8,008); March, 2014	Schools to review part-time portfolio as part of School Review process.	<p>14% (1,121/8,138). Source: SRS Returns, March 2015.</p> <p>Each School is reviewing its portfolio of and access to part-time programmes as part of their School Reviews</p> <p>For example, the School of Business has just completed its review and expanded its part-time/flexible programme offering</p> <p>The institute has identified a number of areas that will be targeted in order to achieve and exceed the compacts agreed with the HEA. The opportunities for growth include:</p> <ul style="list-style-type: none"> • Part-time and flexible degree programmes in Early Childcare, ICT and Science • Minor and Special Purpose Awards at levels 6-9 in industry focused programmes in Science; Engineering; Business and Education 	Enrolment on revamped part-time portfolio commences	17% (1,350/8,155), 8% growth in part-time learners	

<p>Continue to make available lifelong learning and flexible learning opportunities to the learner population</p>				<ul style="list-style-type: none"> • The graduates on such programmes have increased from 40 in 2007 to 334 in 2014 • International collaborative programmes for international HE sector in areas such as English; Research and Pedagogy • International collaborative post graduate programmes in Science; Business and Education 			
<p>Continue to provide a series of coordinated supports to learners and potential learners to meet both their academic and personal development needs. In particular, build upon the existing Early Intervention Programmes (EIPs) to foster engagement with hard-to-reach groups</p>	<p>Reach and influence of EIPs</p>	<p>180 new entrants, 600 total participants, 32 families</p>	<p>200 new entrants, 620 total participants, Total families directly impacted = 45</p>	<p>new entrants = 267 total participants = 620 Total families direct impact = 45</p>	<p>new entrants = 294 total participants = 669 Total families direct impact = 45</p>	<p>new entrants = 294 total participants = 669 Total families direct impact = 45</p>	

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

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
To continue to develop the programme portfolio in areas that are relevant to sustainable economic, social and cultural development with a view to increasing the capacity of the higher education system in the region	Total students enrolled	7,943 (2011/12)	8,020	8,138 (Source: SRS Returns, March 2015)	8,080	8,155	
Develop research programmes; in particular continue to develop doctoral (Level 10) and research masters (Level 9) offerings	% of learners on L9R and L10 (as per TU criteria)	3%, 137 FTE (2011/12)	Progress towards final target number	3.4%, 151 FTE (151/4462) (Source: SRS Returns, March 2015)	Progress towards final target	4.1%, 195 FTE	
Expand the flexibility of the programme portfolio through supporting broadening entry for first year cohort	Number of broad-based entry programmes (CAO listing)	43 level 8 programmes on CAO list (2013)	Reduce the number of programmes on CAO list	37 programmes (At the end of 2014) There has been a redesign of a number of programmes to facilitate common entry (e.g. Business, Science & Humanities) and greater choice and flexibility for students	Continue to implement flexibility improvements	Continue to implement flexibility improvements	Commented [NOS1]:

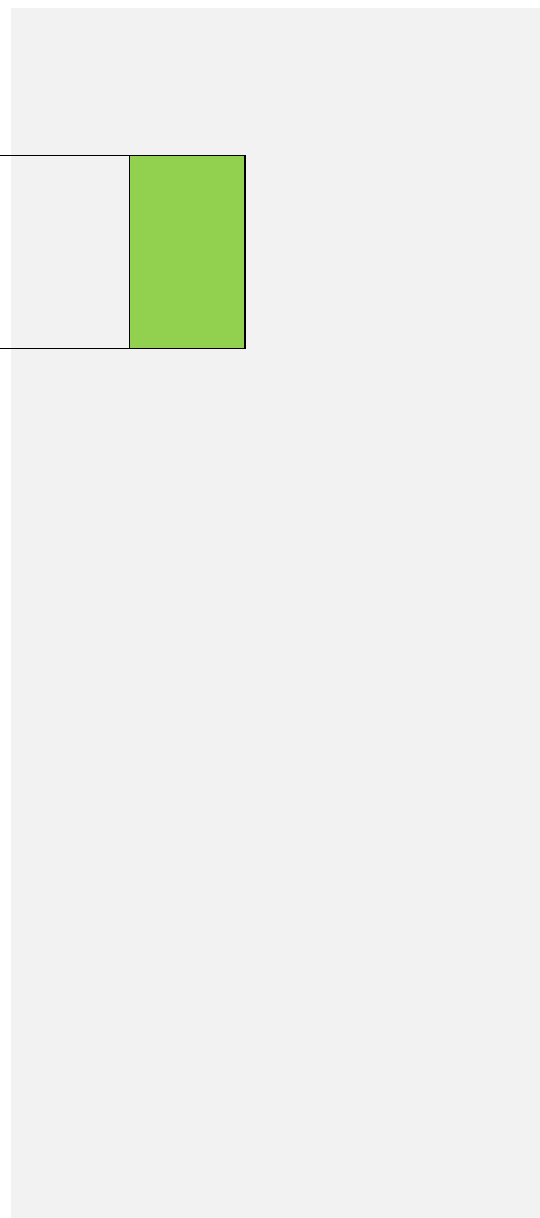
<p>Value and support research career development</p>	<p>Achievement of HRS4R logo and delivery of Action Plan</p>	<p>No overarching strategy for researcher career development</p>	<p>Achievement of Logo; T & D strategy for researchers implemented</p>	<p>HRS4R Logo approved by EU. Action Plan being implemented by Operational Committee.</p> <p>Postgraduate Researcher Forum established</p> <p>Academic Researcher forum established</p>	<p>Ensure delivery of key 2 year milestones of Action Plan in areas of:</p> <ul style="list-style-type: none"> • Research ethics and integrity policy enhancement • Recruitment • Working Conditions and Social Security • Career development support and training 	<p>WIT's performance on progress on HRS4R Action Plan to be evaluated by EU and HRS4R status to be maintained based on reaching key milestones.</p>	
<p>To develop a multi-campus graduate school in collaboration with ITC as a key component of a TU of the South East</p>	<p>Progress towards multi campus graduate school</p>	<p>Current research structure but no graduate school structure</p>	<p>Develop framework for graduate school of the South East</p>	<p>Head of Department of Graduate Studies has been appointed.</p> <p>Initial discussions held at cluster level on creation of Southern Graduate School. This supports the achievement of a Technological University as articulated in Section 1 above.</p> <p>WIT Research Centres linked to National SFI Centres of Excellence (Connect & SSPC 2)</p>	<p>Agree and implement academic and QA arrangements</p>	<p>Full implementation of graduate school for all level 9 and 10 research students</p>	

5. Enhanced engagement and 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
Further strengthen links with industry and enterprise agencies as part of the continuing development of the knowledge region by moving towards a sectoral model of engagement with stakeholders	Develop a sectoral model of engagement with stakeholders	Engagement on an individual basis	Engage with critical sectors to get agreement	<p>WIT engagement model of open innovation articulated and presented at a number of regional and national fora.</p> <p>Clear governance structures in place at research centre level which involve participation from industry partners in the ICT, Advanced Manufacturing, Services and Pharmaceutical Sectors</p> <p>WIT leading a series of regional workshops between enterprise, HEI and government on prioritising the development of agri/tech in South East</p>	Develop an institutional framework for enabling an integrated approach by WIT to its engagement with these industry sectors connecting all levels of activities / programmes within the Institute	Implement an integrated external engagement strategy with defined objectives, governance structures, systems and processes in place to manage engagement	
Prioritise the translation of research for societal and economic benefit	<p>Level of formal research activity that incorporates defined statements on impact/translation</p> <p>Commercialisation targets & research with defined impact statements</p>	Fragmented approach to research translation	Establishment of priority areas; progress towards commercialisation targets	<p>Priority areas and commercialisation targets have been met and exceeded including:</p> <p>Licences (5) Spin-outs (1) IDF (17) Patents filed (3) Contracts with industry (125)</p>	Progress towards commercialisation targets	Commercialisation targets over 4 year period (4 spin outs, 18 licences, 32 invention disclosures)	

<p>Prioritise the translation of research for societal and economic benefit</p>				<p>WIT spin out acquired for €63.5m q4 2014</p> <p>International panel review of WIT and TT consortia partners undertaken and received 'A' rating</p>	<p>Progress towards commercialisation targets</p>	<p>Commercialisation targets over 4 year period (4 spin outs, 18 licences, 32 invention disclosures)</p>	
<p>Enhance our contribution to the economic, social and cultural development of the region through the expansion of partnerships and alliances across all our activities</p>	<p>Regional engagement forum</p>	<p>Existing extensive engagement</p>	<p>Forum established and work plan developed</p>	<p>HEI Future Skills Forum established</p> <p>WIT is a member of the Project Delivery Team leading the development of the Action Plan for Jobs For the South East Region</p> <p>WIT leads the EU e-DigiRegion project partnering with regional stakeholders. Project focuses on the development of high potential research clusters in the South East.</p>	<p>Forum operating</p> <p>Development of a more holistic external engagement strategy which will more systematically capture the extent, diversity and impact of WIT regional contribution</p>	<p>Evaluation of Regional Engagement Forum</p>	

--	--	--	--	--	--	--	--	--	--



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
Further develop the international environment to a critical mass of international students. Support the international learner to enable them manage the regulatory, financial and emotional challenges of living and studying in a new cultural environment	Number of full time incoming international students – domicile not Ireland and not on exchange programme, where domicile is defined as the student’s country of permanent residency (3 years or more) prior to entry to the programme of study	114 full-time fee paying international students (2011/12)	180 Full-time fee paying international students	There are currently 438 Full-time, fee paying students. However, the recruitment market is very cyclical and so these figures will reduce significantly in the coming year but the interim and final targets will be achieved	200 Full time fee paying international students	220 Full time fee paying international students	
Grow the international research profile by diversifying the funding base further, particularly through the development of international strategic collaborations	Income generated through EU framework	€2.1m for 2011/12	Progress towards cumulative target	€2.36m research contracts signed with EU for y/e 2013/14 plus €1.2m international funding awarded.	Progress towards 2 year cumulative target €5.4m EU / International funding	Cumulative 3 year target of EU/international research income of €8m	

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
Contribute to the development of the region through the creation of a multi-campus TU necessitating the consolidation of WIT and ITC	Achievement of TU	Stage 1/MOU approved and Stage 2 commenced	Submission of Business Plan, due diligence undertaken	Stage 1 complete Due Diligence partially completed	To be reviewed in light of emerging landscape on receipt of Michael Kelly's Report	To be reviewed in light of emerging landscape on receipt of Michael Kelly's Report	

	Target achieved or exceeded
	Substantial progress made, targets not met in full and reasons identified
	Target not met for identified reasons

Signed: _____

Date: _____

Professor Willie Donnelly, President