

1st September 2019 – 31st August 2020

Institution Name	<i>Cork Institute of Technology (CIT)</i>
Overview of institutional progress	<p>Overarching Statement (maximum 400 words) The institution should set out its view of the original aims set at the commencement of the compact process, and its view on how the institution as a whole has met those aims. This is not intended to be a simple aggregation of context from the 6 objectives, but rather to describe how the institution as a whole has sought to enhance its performance, and how, using appropriate data and evidence, the institution considers that it has progressed in this regard.</p> <p>In the last self-evaluation CIT outlined that the over-arching strategic focus within the lifetime of the current compact was the attainment of Technological University designation in partnership with the Institute of Technology Tralee, while sustaining and developing our core mission as the largest IOT nationally. As CIT completes this self-evaluation it marks a definitive milestone in the history of CIT. The successful designation of MTU on the 26th of May 2020 and formal establishment of MTU on the 1st of January 2021 is testament to the success which the Institute has achieved in working with our partners in IT Tralee to meet the strict criteria required, while addressing all requirements to achieve designation as a Technological University.</p> <p>CIT as an Institution has been steadfast in its efforts to align its strategic efforts to help deliver on the key strategic priorities contained within the compact. The successful establishment of MTU has been integral in realising the ongoing programme of work linked with the strategic priorities. The work to establish MTU has not overshadowed the considerable effort across our campuses to ensure that the evolution of CIT’s progress along the key strands of Teaching, Research and Engagement has continued, ensuring the strong platform on which a sustainable and successful MTU will continue to develop.</p> <p>As we worked through late 2019 and early 2020, we did so without a full understanding of the level of disruption and risk which lay ahead due to the Covid-19 global pandemic. The institute rose to the challenges presented throughout this period as the continuity of teaching and learning provision was maintained while our staff and students adopted new technologies and ways of teaching and learning which would ensure that the high standards of CIT were maintained. Likewise, research activity and external engagement adopted new methods of operation, ensuring that no one was left behind and that objectives were delivered upon and relationships maintained and developed. All of this cross institutional activity took place with the safety of our students, staff and community to the fore.</p> <p>The year 2020 challenged CIT like no other year in its history, particularly as an organisation which prides itself in setting high standards, impactful strategic goals and reaching those goals through the delivery of high-quality teaching, learning and research. CIT completes this self-evaluation with the confidence that the key system objectives which have been committed to continue to be delivered on in the most challenging of circumstances.</p>

- In November 2019, CIT were winners of the Asia Matters Higher Education Partnership of the Year award, for the partnership with the Danang University of Economics in Vietnam.
- MeSSO Research (CIT) have attracted €1.3 million in funding in 2019.
- StrydeTech (CIT) won the gold award at the Global Student Innovation Challenge 2019 at i-CREATe International Convention on Rehabilitation Engineering and Assistive Technology.
- CIT's Department of Marketing & International Business won the award for Best Business Collaboration at the National Education Awards in February 2020.

Please note: Each numbered heading below refers to the Key System Objectives, as provided in the *System Performance Framework 2018 – 2020*.

1. Providing a strong talent pipeline combining knowledge, skills & employability which responds effectively to the needs of our enterprise, public service and community sectors, both nationally and regionally, and maintains Irish leadership in Europe for skill availability;

Overarching Statement (maximum of 250 words) The institution should set out its view of progress on the key system objective as a whole, prior to considering sub-elements. While the focus is on the specified domain, the HEA would welcome evidence of synergies with other domains, either planned or otherwise, that have been identified by the institution. Please also provide details of any change in strategic focus since submitting your Compacts.

Through its Extended Campus Office and its academic departments, CIT continues to promote and implement an integrated engagement model with employers at all stages of graduate formation. This includes partnering with employers in programme design and development, organising high quality work placements, supervising student projects of relevance to industry and society, and developing custom programmes to meet specific workplace needs. Funding was received between September 2019 and August 2020 for the following:

- 14 Springboard + courses
- 2 ICT Skills programmes
- 3 HCI 1 funded programmes

In addition to the above, CIT continues to engage with representative and professional bodies such as the South West Regional Skills Forum, Cork Chamber, IT@Cork and Engineers Ireland to ensure that the needs of industry are being monitored continuously and reflected in programme updates and revisions. Also, CIT continues to play a leadership role in the region in the development of clusters, such as Cyber Ireland and STEM South West, which bring together stakeholders from the private and public sectors to ensure that the full lifecycle of graduate formation (from engagement with prospective students to the development of graduates with the relevant skills, competences and attributes needed for the 21st century) is undertaken in partnership with enterprise, public service and community sectors.

To ensure that a healthy balance is achieved between the development of indigenous and foreign direct investment in the region, CIT places a major focus on equipping its students and graduates with key skills in entrepreneurship and innovation.

Strategic Priority 1a: Provide enhanced educational opportunities, increased economic capital and positive societal impact for Cork and the region.

i. Institution Initiatives	Strategic	1.1 Develop and foster strategic relationships and partnerships underpinned by shared value initiatives which reflect our priorities.
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	<p>1.2 Lead and advocate, through membership of key national and regional groups, and industry clusters to shape policy and influence decisions which impact upon key aspects of our priorities, e.g. the establishment of Cyber Ireland.</p> <p>1.3 Develop programmes and initiatives with partners to increase the skills and qualifications of the regional population and to boost graduate retention in the region, e.g. through the establishment of the CIT STEM Academy and strong participation in national initiatives such as Springboard+.</p> <p>1.4 Support Ireland’s Research and Innovation Strategies for Smart Specialisation (RIS3), e.g. through our participation as founding members of the Agri-Tech Innovation Hub supported by the Regional Development Fund.</p> <p>1.5 Develop and promote a wide range of flexible online distance education offerings aligned to regional and national workplace needs, e.g. in the area of artificial intelligence.</p> <p>1.6 Ensure that our activities, priorities and goals are aligned with key regional goals and strategies, where appropriate, e.g. through participation in the MTU, regional action plans, industry associations, and regional and national clusters.</p>
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ii. Key Performance Indicators	Pre-compact Baseline	Sept 2018-Aug 2019 Progress	2019/2020 Interim Target	2019/2020 Actual (Reporting period 1 Sept 2019 – 31 Aug 2020)
Online or blended learning students	300	377 achieved, exceeding target of 350.	425	446
Flexible learners as % of total enrolments	28%	30% achieved, exceeding target of 29%	31%	32%

<p>iii. Interim targets, commentary and data source (maximum of 300 words)</p> <p>Please colour code this box in line with progress achieved.</p>	<p><i>Please provide commentary on your Institution’s progress and achievements with regard to the Strategic Initiatives and Interim Targets set out above and published in your Compact, for this Key System Objective as at 31st August 2020. In the event your Institution has diverged from the strategic initiatives agreed in your Compact, please provide a rationale for same. Please colour code your progress in the box to the left.</i></p> <p>For academic year 2019/2020 CIT offered a total of 18 fully online or blended learning programmes. Blended learning programmes are here, as per previous reports, defined as programmes with a significant number of modules delivered in an entirely online mode. Traditional face-to-face programmes with some complementary online elements would, by contrast, be the majority in the institute.</p> <p>The total number of students registered on online and blended learning programmes exceeds figures for academic year 2018/19 by just over 18.3% and exceeds the projected target by 21 students or 4.7%. The still reduction in the number of programmes relates to the retirement of a masters programme in the area of journalism, an industry itself in decline. A special purpose award in the Biopharmaceutical area did not run this year but will again. A new online special purpose award in the area of intelligent manufacturing marks the likely beginning of a number of complementary certificate programmes which may in time build towards a new online masters programme.</p>
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Strategic Priority 1b: Advance the creation of the Munster Technological University, in partnership with IT Tralee.

i. Key Performance Indicators	Pre-compact Baseline	Sept 2018-Aug 2019 Progress	2019/2020 Interim Target	2019/2020 Actual (Reporting period 1 Sept 2019 – 31 Aug 2020)
Achieve designation as a Technological University	Work towards application underway.	Application submitted Q1 2019, followed by site visits by the Minister’s International Advisory Panel. Minister advised postponement of decision to Q1 2020. Good progress being made to satisfy conditions laid down by Minister.	Meet Minister’s conditions and submit report by end Q1 2020.	Complete- MTU Designation achieved in May 2020.
<p>ii. Interim targets, commentary and data source (maximum of 300 words)</p> <p>Please colour code this box in line with progress achieved.</p>	<p><i>Please provide commentary on your Institution’s progress and achievements with regard to the Strategic Initiatives and Interim Targets set out above and published in your Compact, for this Key System Objective as at 31st August 2020. In the event your Institution has diverged from the strategic initiatives agreed in your Compact, please provide a rationale for same. Please colour code your progress in the box to the left.</i></p> <p>MTU submitted its response to the conditions laid down by the Minister within the prescribed timeline of March 2020, subsequently the MTU met with representatives of the HEA and supplied the required additional supporting information following on from that meeting. The conditions which had been set out by the minister were deemed to be satisfied. The approval of the designation of MTU was confirmed on May 26th2020.</p>			

2. Creating rich opportunities for national and international engagement which enhances the learning environment and delivers a strong bridge to enterprise and the wider community;

Overarching Statement (maximum of 200 words) The institution should use the overview to set out its view of progress on the key system objective as a whole, prior to considering sub-elements. While the focus is on the specified domain, the HEA would welcome evidence of synergies with other domains, either planned or otherwise, that have been identified by the institution. Please also provide details of any change in strategic focus since submitting your Compacts.

CIT continues to see its engagement with public and private enterprise – both large and small scale - as a key distinguishing characteristic. Initiatives such as student entrepreneurship, work placement, capstone projects with industry and live case studies with firms and community organisations enhances the learning environment for students. CIT sees their strong focus on engagement as having a major impact on student engagement and retention, as well as on international recruitment and partnership. CIT’s solid performance on the Innovation Voucher programme and other industry facing research and consultancy activities ensure a strong connection between staff and enterprise and the wider community. CIT’s on-going commitment to Springboard programmes and cluster initiatives such as Cyber Ireland and STEM South West continue to provide engagement opportunities for staff and students.

CIT harnesses their alumni in industry to support and nurture their existing students through the Joint Mentorship Programme – this is a student-employer engagement initiative which matches current students with professionals from a wide range of sectors to exchange business experience, knowledge, expertise and career advice. The programme is in its eighth year with an increase in participation each year, and its delivery involves the collaboration of multiple internal functions within CIT. (Refer to appendix 1 of the supplementary evidence document).

Strategic Priority 2a: CIT will continue to be a leader regionally and nationally in respect of its high-performing enterprise engagement and knowledge transfer/exchange activity

<p>i. Institution Strategic Initiative</p>	<p>2.1 CIT will continue to develop, enhance and promote the full range of engagement activities which form a strong bridge to enterprise and underpin the success of both enterprises and the Institute.</p> <p>2.2 Identify and eliminate barriers to effective technology transfer activity.</p> <p>2.3 Develop the supports and resources needed to grow innovation and entrepreneurship activities.</p>			
<p>ii. Key Performance Indicators</p>	<p>Pre-compact Baseline</p>	<p>Sept 2018-Aug 2019 Progress</p>	<p>2019/2020 Interim Target</p>	<p>2019/2020 Actual (Reporting period 1 Sept 2019 – 31 Aug 2020)</p>
<p>Broad-based engagement activity</p>	<p>Framework developed to classify and categorise engagement activities with public, private and non-profit organisations – the full range of engagement activity is detailed and recognised.</p>	<p>A targeted mapping approach has been developed and used. This underpins the development of a set of indicators to help create a stratified partnership standing.</p>	<p>Engagement impact measurement framework developed. New organisational structures and resources approved to deliver dedicated broad-based engagement in STEM and Business disciplines.</p>	<p>Engagement framework to classify the integrated cross-institutional levels of interactions with a particular organisation or group of organisations has been further refined through additional work with external organisations.</p>

<p>Maintain sector leading knowledge transfer activity</p>	<p>Invention Disclosure Forms 15 Patents Filed 3 Licences/options/assignments 5 Research collaborations with industry 46 Spinouts 1</p>	<p>22 Collaborative agreements 85 innovation Voucher projects 101 Consultancy agreements 15 IDF's 2 patents filed & 3 patents granted 6 licences/options/assignments 1 spin out 82 companies supported in Rubicon Centre</p> <p>Source. KTI Review & AKTS 2018</p>	<p>Invention Disclosure Forms 15 Patents Filed 3 Licences/options/assignments 5 Research collaborations with industry 46 Spinouts 1</p>	<p>16 Invention Disclosure Forms 3 patents filed & 3 patents granted. 11 Licences/options/assignments. 80 research collaborations with industry including 63 Innovation Voucher projects 0 spin out</p> <p>In addition to the above: 125 Consultancy agreements. 75 companies supported in Rubicon Centre. 108 contracts for use of Institute facilities. Source KTI Review & AKTS 2019</p>
<p>iii. Interim targets, commentary and data source (maximum of 300 words) Please colour code this box in line with progress achieved.</p>	<p>Please provide commentary on your Institution's progress and achievements with regard to the Strategic Initiatives and Interim Targets set out above and published in your Compact, for this Key System Objective as at 31st August 2020. In the event your Institution has diverged from the strategic initiatives agreed in your Compact, please provide a rationale for same. Please colour code your progress in the box to the left.</p> <p>CIT continued to perform well under the KTI targets for 2019 and was one of the top performing HEI's in the Innovation Voucher Programme. All core KTI targets were met or exceeded with the exception of the spinout target. The research collaborations target was exceeded by 74%. Indeed, CIT was the top performing IOT across most of the KTI metrics. A spin out target of 1 per year can be considered a stretch target for CIT particularly as the international norm is one spinout per €20m of research expenditure and although during this particular cycle a spin out has not been achieved, significant work is underway with expected spinouts in the pipeline.</p> <ul style="list-style-type: none"> • New Intellectual Property Policy (Amalgamation of 2011 Policy & 2018 Spinout Policy) approved by Governing Body in October 2019. • CIT Executive Board approved funding for a second Case Manager/Commercialisation Specialist in Innovation & Enterprise Office, further evidence of CIT's commitment to knowledge transfer for the benefit of industry and the wider community. • As per the HEA Research Funding Allocation Model, CIT had 20% of all Knowledge Transfer Outputs for the IOT & TU sector in 2019. • 18% of research expenditure derived from industry sources. 			

	<ul style="list-style-type: none"> CIT experienced a large increase in research income from industry with the 2019 figure of €2.64m representing a significant increase over 2018 (€896,299). CIT stands out as the top performer in this category across the sector and the CIT figure represents 46% of all of the industry funded research for the sector. The focus of research in the CIT Technology Gateways in particular has shifted from a large number of small projects with industry to a smaller number of larger projects funded by industry. The Rubicon centre is a catalyst for innovation and commercialisation in the region having supported 75 companies directly in 2019.
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Strategic Priority 2b: Continue to develop relevant, high-value internationalisation activities aimed at making CIT an international HEI with an internationalised student body

i. Institution Strategic Initiatives	<p>2.4 Expand and increase opportunities for student participation in work placement, study opportunities abroad and to gain an international experience.</p> <p>2.5 Expand and enhance our strategic international partnerships.</p>			
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ii. Key Performance Indicators	Pre-compact Baseline	Sept 2018-Aug 2019 Progress	2019/2020 Interim Target	2019/2020 Actual (Reporting period 1 Sept 2019 – 31 Aug 2020)
Number of students undertaking a study/placement overseas in Erasmus partner HEIs.	No baseline provided.	114 CIT students undertook a study/placement overseas in Erasmus partner institutions (70 study exchanges, and 44 work placements)	No target set	130 CIT students undertook a study/placement overseas in Erasmus partner institutions (65 study exchanges, and 65 work placements)
Number of strategic international partnerships	No baseline provided.	CIT has over 180 international partners, comprising agreements with 140 Erasmus partners and 40 non-EU institutions. New non-EU agreements signed over the 2018/19 academic year include Khon Kaen University, Thailand and Centennial College, Canada.	No target set	CIT has over 180 international partners, comprising agreements with 140 Erasmus partners and 42 non-EU institutions.

<p>i. Interim targets, commentary and data source (maximum of 300 words)</p>	<p>Please provide commentary on your Institution’s progress and achievements with regard to the Strategic Initiatives and Interim Targets set out above and published in your Compact, for this Key System Objective as at 31st August 2020. In the event your Institution has diverged from the strategic initiatives agreed in your Compact, please provide a rationale for same. Please colour code your progress in the box to the left.</p> <p>CIT has continued to strengthen and grow strategic international partnerships across Europe and globally. Building on partnerships has given CIT students further opportunities for participation in work placement, availing of study opportunities abroad and gaining international experience. CIT is committed to promoting the activities taking place under the Erasmus+ Programme, including “in” and “out” student mobility for study and training, graduate traineeships and staff mobility for teaching, training, placement coordinator visits, and preparatory visits to new institutions or host companies. CIT had record numbers of inward and outward student mobility activities for the 2019/2020 academic year. 137 CIT students undertook a study/placement overseas in Erasmus partner institutions (72 study exchanges, and 65 work placements). A total of 168 students from European partners registered at CIT under the Erasmus programme. 7 CIT Students undertook study placement with US and Canadian Partners under the Study Abroad Programme. A total of 35 students from US and Canadian partners registered at CIT under the Study Abroad Programme. CIT has over 180 international partners, based on agreements with 140 Erasmus partners and 42 non-EU institutions. New non-EU agreements, signed during the 2019/2020 academic year, include New Jersey Institute of Technology, USA and Durban University of Technology, South Africa.</p> <p>The Covid-19 pandemic has generated a significant set of challenges across Higher Education Institutions, particularly in relation to internationalisation strategy development and implementation. CIT moved swiftly to engage in all international activities in a digital manner to ensure continued engagement with all students, partners and stakeholders as well as to ensure continuity of service and the strengthening of current partnerships and finalising of new partnerships.</p> <p>CIT/MTU will adapt and innovate as required to address the challenges posed by the Covid-19 pandemic. We will focus on ensuring that our international activities are conducted in a manner which adheres to international health guidelines and regulations, while also equipping staff, students and graduates of CIT/MTU to participate in the international professional environment and global society. CIT/MTU will increase international virtual exchange opportunities for students and staff.</p>
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3. Excellent research, development and innovation that has relevance, growing engagement with external partners and impact for the economy and society and strengthens our standing to become an Innovation Leader in Europe;

Overarching Statement (maximum of 200 words) The institution should use the overview to set out its view of progress on the key system objective as a whole, prior to considering sub-elements. While the focus is on the specified domain, the HEA would welcome evidence of synergies with other domains, either planned or otherwise, that have been identified by the institution. Please also provide details of any change in strategic focus since submitting your Compacts.

System-level Key Performance Indicators were strong across all aspects of the R&I domain. Scholarly outputs included over 150 journal papers (scopus) and field-weighted citation index of 1.54 while 45.2% of publications are co-authored with international partners. Funding from all sources increased to almost €16m, with a particularly strong performance in Horizon2020 – CIT researchers lead two projects with a combined value of €19.5m, for example, and the overall success rate was maintained at 15.2% (about 3% above the EU average).

KTI outputs exceeded targets and there was a 300% increase in direct industry funding. RFAM funding supported over 40 projects across the Institute and supporting grant writing of a number of the largest successful research proposal to date. An additional 3 modules were added to the Structured PhD, available Institute-wide, supporting talent development. Covid-19 had a negative effect on the rate of progress, especially in the lifesciences, but the early whole-of-Institute response minimised the disruption and some elements of activity even grew (e.g., applications and publications). Increased multidisciplinary brainstorming became a positive feature for the research community.

Strategic Priority 3a: CIT will continue to build on its established research and innovation ecosystem to maximise impact regionally and nationally. This development will be ambitious but sustainable and will be pursued in collaboration with enterprise and public partners.

<p>i. Institution Strategic Initiative</p>	<p>3.1 Focus on multidisciplinary, translational research addressing real-world problems and which facilitates collaboration and commercialisation, where appropriate. A clear example of this activity is the establishment of in CIT Cyber Ireland, the national cybersecurity cluster.</p>			
<p>ii. Key Performance Indicators</p>	<p>Pre-compact Baseline</p>	<p>Sept 2018-Aug 2019 Progress</p>	<p>2019/2020 Interim Target</p>	<p>2019/2020 Actual (Reporting period 1 Sept 2019 – 31 Aug 2020)</p>
<p>Research projects delivered with enterprise partners</p>	<p>173</p>	<p>208 achieved against target of 185</p>	<p>197</p>	<p>205</p>
<p>iii. Interim targets, commentary and data source (maximum of 300 words) Please colour code this box in line with progress achieved.</p>	<p>Please provide commentary on your Institution’s progress and achievements with regard to the Strategic Initiatives and Interim Targets set out above and published in your Compact, for this Key System Objective as at 31st August 2020. In the event your Institution has diverged from the strategic initiatives agreed in your Compact, please provide a rationale for same. Please colour code your progress in the box to the left.</p> <p><i>Social media, case studies and newsletter dissemination of the engagement activities of CIT during the period</i></p> <ul style="list-style-type: none"> 20 case studies were published during 2019-20 to celebrate CIT’s engagement with industry and to stimulate new interactions. Case studies are disseminated in hardcopy via information packs at industry events, IDA meetings and Learning Clinics and 			

digitally via the Extended Campus website, Twitter, LinkedIn and the Extended Campus Newsletter. Case studies are available at: <https://extendedcampus.cit.ie/case-studies?cYear=2019>

- Five editions of the Extended Campus Newsletter were published during 2019-20 promoting CIT’s collaborations with industry through case studies and news items. The Newsletter is circulated internally to CIT’s staff, and externally to industry subscribers, via email. It is also published on the Extended Campus website and promoted via Twitter and LinkedIn with a link to subscribe. Combined audience Newsletter ‘opens’ increased by 10% compared to 2018-19 while new external subscribers grew by 6% in the same period. Newsletters are available at <https://extendedcampus.cit.ie/newsletter>
- **Twitter:** Extended Campus Twitter followers increased by 3.8%, to 3077, during 2019-2020 with tweet impressions monthly reach averaging at 20K and 280 monthly profile visits.

Strategic engagements Clearstream and VMWare/ Dell during the period across the three pillars of engagement (refer to appendix 2 of the supplementary evidence document).

Learning engagements with employers – Boston Scientific Malaysia

Recognition of prior Learning

Disseminated the institutes expertise in Recognition of Prior Learning (RPL) via Special Purpose awards to others including ETBs across Ireland, through the National Forum Professional Development short course digital badge and with the Further Education Support Service, enabling staff in higher and further education in Ireland to work with industry at all levels of the framework.

Strategic Initiative 3b: Continue to grow research activity and postgraduate student enrolments in line with the CIT research strategy and national priorities

<p>i. Institution Strategic Initiative</p>	<p>3.2 Continue to implement the researcher career framework such that CIT can attract and retain high quality researchers. 3.3 Grow the number of research projects delivered with industry. 3.4 Provide targeted studentship/scholarship initiatives to build critical mass in existing disciplines as well as providing support for emerging research areas. 3.5 Ensure a high-quality student experience for postgraduate students through the provision of postgraduate-specific services and supports 3.6 Identify and eliminate barriers to effective technology transfer activity. 3.7 Develop the supports and resources needed to grow innovation and entrepreneurship activities</p>			
<p>ii. Key Performance Indicators</p>	<p>Pre-compact Baseline</p>	<p>Sept 2018-Aug 2019 Progress</p>	<p>2019/2020 Interim Target</p>	<p>2019/2020 Actual (Reporting period 1 Sept 2019 – 31 Aug 2020)</p>
<p>Postgraduate research student enrolments</p>	<p>153</p>	<p>198 achieved against target of 178</p>	<p>205</p>	<p>191</p>

Research funding per annum	€14m	€14.4m achieved against target of €14.2m	€14.5m	€15.7m
<p>iii. Interim targets, commentary and data source (maximum of 300 words)</p> <p>Please colour code this box in line with progress achieved.</p>	<p>Please provide commentary on your Institution’s progress and achievements with regard to the Strategic Initiatives and Interim Targets set out above and published in your Compact, for this Key System Objective as at 31st August 2020. In the event your Institution has diverged from the strategic initiatives agreed in your Compact, please provide a rationale for same. Please colour code your progress in the box to the left.</p> <ul style="list-style-type: none"> • The Researcher Career Framework has been enhanced with respect to the performance achievement and personal planning elements through use of VITAE resources. • New Intellectual Property Policy (Amalgamation of 2011 Policy & 2018 Spinout Policy) approved by Governing Body in October 2019. • CIT Executive Board approved funding for a second Case Manager/Commercialisation Specialist in Innovation & Enterprise Office, further evidence of CIT’s commitment to knowledge transfer for the benefit of industry and the wider community. • As per the HEA Research Funding Allocation Model, CIT had 20% of all Knowledge Transfer Outputs for the IOT & TU sector in 2019. • 18% of research expenditure derived from industry sources. • CIT experienced a large increase in research income from industry with the 2019 figure of €2.64m representing a significant increase over 2018 (€896,299). CIT stands out as the top performer in this category across the sector and the CIT figure represents 46% of all of the industry funded research for the sector. The focus of research in the CIT Technology Gateways in particular has shifted from a large number of small projects with industry to a smaller number of larger projects funded by industry. • The number of Collaborative Research and Consultancy assignments between CIT and industry has dropped slightly from 216 to 205. The large drop in small projects has been slightly balanced by an increase in consultancy assignments. • CIT’s on campus incubation centre, the Rubicon, trained 103 entrepreneurs in 2019 and delivered 106 training sessions. The number of CIT students engaging with the Rubicon continues to increase year on year. In Autumn 2019, 1200 first years (28 class groups) engaged with Rubicon staff through the Business Model Canvas, on the Creativity Innovation and Teamwork module. • A further 180 (11 class groups) were supported by Rubicon staff in pitching their business ideas as part of other modules. • Through various sources of funding (including HEA Innovation & Transformation fund) CIT spends circa €300,000 on student enterprise annually both in CIT and across the region. The number of students interested in entrepreneurship growing annually. • The Institute continued to operate the RISAM PhD Scholarships and an additional two were offered using RFAM funding. RISAM’s are based primarily on excellence and were awarded in both existing and new research domains. <p>Please refer to appendix 3 of the supplementary evidence document.</p>			

Postgraduate-specific supports has been strengthened with three new elective modules for the mandatory structured PhD's. Research Integrity training has been completed by circa 300 staff, postgraduates and researchers. Covid-19 made it difficult for some postgraduates and researchers, particularly in the lifesciences, to progress their research. The HEA Extension Fund has been used to generate supported extensions, but MTU will inevitably see extended completion timelines for some students and projects. Regular communications between the Research Office and research community has been of greater importance during the pandemic.

4. Significantly improves the equality of opportunity through Education and Training and recruits a student body that reflects the diversity and social mix of Ireland's population;

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Given CIT's breadth of disciplines and programmes and diverse intake of learners, inclusive access to and student success in higher education remain key strategic priorities of CIT.

The work of the Access Service is underpinned by a commitment to the principles of social inclusion and by local/regional/national stakeholder engagement. A wide range of pre-entry, entry and post-entry supports is provided to students with disabilities, mature students, Further Education award holders, students who experience socio-economic disadvantage and members of minority ethnic groups.

In 2020, a full review of the Access Service was undertaken. This entailed an evaluation of the work being done against national and institutional strategic objectives. Its recommendations regarding strategy, policy and structure will inform Access in MTU.

CIT's distance learning portfolio continues to expand, building on a state-of-the art e-learning infrastructure and being supported by the Department of Technology-Enhanced Learning.

This complements CIT's suite of Continuing Education courses, with access and delivery mechanisms that are tailored to the needs of learners.

A range of short courses developed in consultation with industry and delivered both online and in traditional formats are offered under Springboard+/ICT Skills/ HCI 1. Advanced and non-standard entry procedures allow for RPL for entry purposes.

Strategic Priority 4a: CIT is committed to principle of inclusive access to higher education. CIT aims to provide opportunities for all motivated individuals to pursue personal, intellectual and professional development.

i. Institution Strategic Initiative

- 4.1 Support and encourage increased numbers of students from under-represented groups to access higher education.
- 4.2 Continue to develop opportunities for student access via non-standard routes.
- 4.3 Increase the opportunities for mature, work-based, lifelong, part-time and flexible learners.
- 4.4 Support the academic and social needs of students with disabilities and diverse needs.
- 4.5 Develop initiatives to increase international student intake.
- 4.6 Utilise distance education as an egalitarian force to break down personal, social, political and economic barriers.

4.7 Support inclusive pathways recognising and valuing learning whether gained through formal, non-formal or informal means.				
ii. Key Performance Indicators	Pre-compact Baseline	Sept 2018-Aug 2019 Progress	2019/2020 Interim Target	2019/2020 Actual (Reporting period 1 Sept 2019 – 31 Aug 2020)
Lifelong learners as % of total enrolments	26%	26% achieved against target of 27%	28%	32% Full Time - Mature/Lifelong Learners Year 1 – 95 Post Year 1 – 46 Total 141 (7.5%) Source: Banner Student Records CIT
Students with disabilities as % of new entrants	9%	11% achieved against target of 10%	11%	9.75% Students with Disabilities new entrants Total – 183 (9.7%) Source: Access and Disability Office Records CIT
Number of students per-annum admitted via non-standard pathways	7%	7% achieved against target of 8%	9%	28.9% CCPS Year 2 – 33 QQI – 213 HEAR – reduced points – 47 HEAR – Merit – 75 DARE – 174 Total – 542 N=1877 (28.9%) Source: Access and Disability Office Records CIT

<p>iii. Interim targets, commentary and data source (maximum of 300 words)</p> <p>Please colour code this box in line with progress achieved.</p>	<p>Please provide commentary on your Institution's progress and achievements with regard to the Strategic Initiatives and Interim Targets set out above and published in your Compact, for this Key System Objective as at 31st August 2020. In the event your Institution has diverged from the strategic initiatives agreed in your Compact, please provide a rationale for same. Please colour code your progress in the box to the left.</p> <p>The academic year 2019-2020 started with great tempo. CIT admitted its first intake of HEAR students in September 2019. The Traveller Education Coordinator (PATH3) established a Traveller Graduate Network. The new Enabling Transitions Coordinator (focused on supporting students with ASD) engaged with relevant stakeholders. A pilot for first years was rolled out. CIT's first Equality, Diversity and Inclusion Week, held in December 2019, was jointly organised by the CIT Access Service, the Teaching and Learning Unit and the Athena Swan Office.</p> <p>Due to COVID-19, the Access Service moved from a provision which was very focused on face-to-face contact and engagement to a remote model. Student engagement during lockdown was challenging, with some students reporting issues re technology, study environment, and new assessment formats. The DSS team led the development of an assessment supports guide for remote assessment; this should be a springboard for future work in universal design for learning.</p> <p>Many planned activities had to be cancelled, particularly those for pre-entry. Others were reconfigured. An online art project not only gave traveller students the opportunity to develop their creativity and deal with the stresses of the pandemic, but also to showcase their work. The delivery of a Special Purpose Award in Culinary Skills in Cork Prison had to be paused but has since been completed in 2020-2021.</p> <p>Funding from Tomar Trust funded three Sanctuary Scholarships financial support for living expenses and an international fees waiver) in 2019 Scheme in CIT. Tomar Trust also funded partial scholarships for students who had narrowly missed out on the 1916 bursaries (PATH2).</p> <p>The number of DSS students continues to grow and may present challenges in terms of staff and space resources. DSS has collaborated with the Teaching and Learning Unit in the provision of professional development opportunities to staff.</p>
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5. Demonstrates consistent improvement in the quality of the learning environment with a close eye to international best practice through a strong focus on quality & academic excellence;

Overarching Statement (maximum of 200 words) The institution should use the overview to set out its view of progress on the key system objective as a whole, prior to considering sub-elements. While the focus is on the specified domain, the HEA would welcome evidence of synergies with other domains, either planned or otherwise, that have been identified by the institution. Please also provide details of any change in strategic focus since submitting your Compacts.

Under PILLAR 1 of its Academic Strategy, CIT strives to ensure the very best learning and teaching experience possible for students and staff.

Best practice internationally and nationally suggests that, increasingly, the teaching and learning development functions are both staff and student facing. CIT is well placed on this as its Student Engagement Office (AnSEO) and Teaching & Learning Unit are placed together, proactively collaborating with academic departments and central functions. Hence the vision is to create Teaching, Learning, Assessment and Student Engagement enhancements that are both student and staff facing, focussing on student engagement across the student lifecycle.

The Department of Technology Enhanced Learning (TEL) supports the use of technology as a complement to traditional on-campus teaching and learning, and also promotes CIT's online distance education courses. The Canvas VLE is at the centre of a rich and seamless e-learning technical infrastructure which also includes a tightly integrated live e-learning system, a plagiarism detection system, an e-learning authoring system and a digital badging platform, all of which can be launched from Canvas. This framework has been key to CIT's response to COVID-19. The powerful learning analytics capabilities give academics valid, reliable and actionable insight into learner engagement and performance.

Strategic Priority 5a: CIT will continue to pioneer and implement innovative approaches aimed at improving the student experience, progression and success.

<p>i. Institution Strategic</p>	<p>5.1 Improve and customise our student support services. 5.2 Review and improve prospective student engagement processes, as required. 5.3 Work in partnership with our students to ensure the continued meaningful inclusion of the student voice at decision-making level. 5.4 Develop our policy, strategy and infrastructure for digital teaching and learning. 5.5 Expand and increase opportunities for student participation in work placement, study opportunities abroad and to gain an international experience. 5.6 Expand and enhance our strategic international partnerships. 5.7 Develop graduates with the skills, attitudes and capabilities to use knowledge which enables them to succeed and progress in their careers.</p>			
<p>ii. Key Performance Indicators</p>	<p>Pre-compact Baseline</p>	<p>Sept 2018-Aug 2019 Progress</p>	<p>2019/2020 Interim Target</p>	<p>2019/2020 Actual (Reporting period 1 Sept 2019 – 31 Aug 2020)</p>
<p>Develop and implement a student success strategy</p>	<p>No strategy in place</p>	<p>Working with the National Advisory Group on Student Success under the auspices of the National Forum for Teaching & Learning.</p>	<p>Implement plans</p>	<p>In AY 2019/2020, the MTU Working Group on Teaching, Learning, Assessment and Student Engagement (TLASE) was established, comprising a cross section of colleagues from CIT and IT Tralee. The Working Group prepared a vision statement and</p>

				draft strategy. It also proposed an early appreciative enquiry across MTU to establish the breadth and variety of existing TLASE activities and a positive MTU wide consultation to refine and finalise an MTU TLASE strategy.
Student non-completion rate.	17%	14% achieved against target of 15.8%	15.2%	13%
Combined graduate employment and further study rates.	92%	96% achieved against target of 91%	90%	The Graduate Outcomes Survey (GOS) for 2019 Graduates was cancelled following HEA guidance in February/March 2020. The GOS for 2020 Graduates will be undertaken as normal from April 2021 and data returned in line with HEA requirements by 10 th September 2021.
<p>iii. Interim targets, commentary and data source (maximum of 300 words)</p> <p>Please colour code this box in line with progress achieved</p>	<p><i>Please provide commentary on your Institution's progress and achievements with regard to the Strategic Initiatives and Interim Targets set out above and published in your Compact, for this Key System Objective as at 31st August 2020. In the event your Institution has diverged from the strategic initiatives agreed in your Compact, please provide a rationale for same. Please colour code your progress in the box to the left.</i></p> <p>CIT continues to meet its HEA compact targets on student retention. The attrition rate for 2019-2020 is 13%, down from 14% in 2018-2019.</p> <p>AnSEO has continued to work with students and staff to develop and facilitate proactive and collaborative activities with a view to improving student success. There was a swift and effective response to the pandemic. For example, Academic Success Coaching was pivoted into an online environment using live and asynchronous interactions. The successful response of the Academic Learning Centre is documented in the All-Ireland Journal of Higher Education (https://ojs.aishe.org/index.php/aishe-j/article/view/519). In particular, the 'Maths Online' module counted over 3,200 students interacting with the material across more than 14,000 individual visits.</p> <p>Prior to the closure of the Institute, the Department of Technology Enhanced Learning developed CIT's framework for remote teaching, learning and assessment. Canvas was at the centre of this experience. Training and support materials were made available to students although 68% of respondents to a survey (n=1545) of students at semester end reported not needing any training. Issues reported related to communication, broadband, and study environment.</p>			

	<p>CIT Libraries supported online teaching and learning during the campus closure. Online platform usage increased significantly during this period. Likewise, Student Services moved to a remote model. In the instance of the Careers Service, it is noteworthy that while there was an unavoidable nominal decrease in total interactions (3%, attributed in the main to the necessary cancellation of 15 planned events following campus closures), an increase of 13% was specifically achieved for student interactions from one-to-one appointments and drop-in sessions (whether face-to-face or remote) in 2019/20 from 2018/19. Furthermore, 580 students completed the new Careers Service CV Course through Canvas.</p> <p>AnSEO, Examinations Office, CIT Students' Union and Marketing collaborated on various communications campaigns to students including mitigation, academic integrity and examination results.</p>
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Strategic Priority 5b: Enable staff to pursue their career goals and contribute to the success of the Institute in a workplace environment which is inclusive, respectful and supportive.

i. Institution Strategic Initiatives	No specific initiatives for staff identified here. See Strategic Priority 6b.			
ii. Key Performance Indicators	Pre-compact Baseline	Sept 2018-Aug 2019 Progress	2019/2020 Interim Target	2019/2020 Actual (Reporting period 1 Sept 2019 – 31 Aug 2020)
CPD programme activity	45%	48% achieved against target of 50%	57%	74% This estimate is conservative, given the high uptake of training provided by TEL, and also TLU.
iii. Interim targets, commentary and data source (maximum of 300 words)	<p><i>Please provide commentary on your Institution's progress and achievements with regard to the Strategic Initiatives and Interim Targets set out above and published in your Compact, for this Key System Objective as at 31st August 2020. In the event your Institution has diverged from the strategic initiatives agreed in your Compact, please provide a rationale for same. Please colour code your progress in the box to the left.</i></p>			
Please colour code this box in line with progress achieved.	<p>A comprehensive framework is in place for the recruitment, induction, progression and professional development of its academic staff. RPL is used to the fullest extent by HR in consultation with Heads of Department to formally recognise relevant informal and non-formal learning of staff for progression purposes.</p> <p>In 2019-2020, seven staff funded by the Staff Doctorate Scheme graduated. Another seven staff were approved for funding.</p> <p>6 staff graduated from the TLU's modular Masters/PG Diploma in Teaching & Learning for Higher Education. 20 staff completed at least one module. 29 staff participated on the EMCC accredited Coaching in Higher Education course.</p>			

539 staff attended at least one of 29 TLU workshops/seminars. 12 TLU development projects and 4 new Learning Communities were established. The largest Learning Community (of the total 20) is focused on Work Placement.

CIT secured (€294,000) funding from the National Forum through the Strategic Alignment of Teaching and Learning in Higher Education Funding Phase 1 Call. This funding, managed locally by TLU, has resulted in:

- 9 large (approx. €20,000 each) and 5 small (approx. €5,000 each) Teaching & Learning Enhancement Projects
- A programme for new/early career staff (16 completed in 2019/2020).
- Masterclass Series and Professional Development Programme for senior leaders in CIT and IT Tralee (under development)

Following the closure of CIT on 12 March, the Department of Technology Enhanced Learning developed a framework for remote teaching, learning and assessment. Uptake of training was high, e.g. 798 staff members engaged in training on one day alone. A survey conducted on staff (n=368) showed that 77% of staff rated support as very good to excellent.

External examiners' reports received show that there were many innovative approaches to assessment. The TLU, Academic Quality Enhancement Office, and Department of Technology Enhanced Learning have long collaborated to promote innovative assessment design.

6. Demonstrates consistent improvement in governance, leadership and operational excellence.

Overarching Statement (maximum of 200 words) The institution should use the overview to set out its view of progress on the key system objective as a whole, prior to considering sub-elements. While the focus is on the specified domain, the HEA would welcome evidence of synergies with other domains, either planned or otherwise, that have been identified by the institution. Please also provide details of any change in strategic focus since submitting your Compacts.

In April 2020, a suite of documents was developed with colleagues in IT Tralee, as part of MTU’s Policy Framework. The framework was approved by the Joint Executive Team, to facilitate good governance as the Institutes moved towards MTU and to ensure that all policies incorporated MTU’s, values, mission and vision.

Strategic Priority 6a: CIT will be a leader nationally in terms of compliance and the practice of good governance. We will implement rigorous financial practices and controls and strive for the highest standards of fiscal responsibility.

<p>i. Institution Strategic Initiatives</p>	<p>6.1 Implement the THEA Code of Governance for IoTs, as well as leading the ongoing development of good governance practice within the sector.</p> <p>6.2 Achieve enhanced institutional performance through the implementation of a strategic management framework which is based on analytics, performance data and best-practice research.</p> <p>6.3 Continue full transparency in financial statements.</p> <p>6.4 Ensure continued compliance with public pay policy and public-sector numbers controls.</p>			
<p>ii. Key Performance Indicators</p>	<p>Pre-compact Baseline</p>	<p>Sept 2018-Aug 2019 Progress</p>	<p>2019/2020 Interim Target</p>	<p>2019/2020 Actual (Reporting period 1 Sept 2019 – 31 Aug 2020)</p>
<p>Risk management and risk-based audit to ensure good governance</p>	<p>No baseline identified</p>	<p>Staff training programme commenced</p>	<p>Compliance reviewed</p>	<p>A Risk Management Workshop for Senior Management was held on 26 September 2019. Internal Audit Plans are prepared by identifying areas of risk and prioritising those of most concern.</p>
<p>Achieve a financial surplus to fund capital projects and strategic initiatives</p>	<p>3%</p>	<p>3%</p>	<p>3%</p>	<p>6%</p>

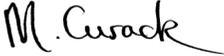
Funds from non-exchequer sources	€100k	€200k achieved against €150k target	€200k	€268k
Compliance with public procurement and PSN regulations	100%	100%	100%	100%
<p>iii. Interim targets, commentary and data source (maximum of 300 words)</p> <p>Please colour code this box in line with progress achieved.</p>	<p><i>Please provide commentary on your Institution’s progress and achievements with regard to the Strategic Initiatives and Interim Targets set out above and published in your Compact, for this Key System Objective as at 31st August 2020. In the event your Institution has diverged from the strategic initiatives agreed in your Compact, please provide a rationale for same. Please colour code your progress in the box to the left.</i></p> <p><u>Financial Surplus Notes</u> The Draft Management Accounts for the year ended 31st August 2020 showed a general reduction in income and expenditure from the original budget and a positive variance of €1.4m from the forecasted outturn to show surplus of €6.2m. The main contributing factor for the increased surplus was delays in capital projects and reduced expenditure in areas such as Travel due to Covid 19. This will push some of these costs into 2020/21.</p> <p><u>ECF Notes</u> The ECF Ceiling as notified to the Institute is 997. The HEA adjust HEI’s figures before submitting them to DES. In CIT’s case this is a reduction of approximately 21 WTE’s and this adjusted figure was 1004 WTEs as at 31st December 2019</p>			

Strategic Priority 6b: CIT will ensure that all staff can pursue their career goals and contribute to the success of the Institute in a workplace environment which is inclusive, respectful and supportive.					
i. Institution Strategic Initiative		6.5 Implement leadership and management development programme. 6.6 Develop and support the Athena SWAN initiative to achieve and maintain Bronze institutional award by 2023.			
ii. Key Performance Indicators		Pre-compact Baseline	Sept 2018-Aug 2019 Progress	2019/2020 Interim Target	2019/2020 Actual (Reporting period 1 Sept 2019 – 31 Aug 2020)
Leadership and management development programme		No baseline identified	Programme reported as being 'under way'	20% participate	<p>Interview Board Management Training: 4 sessions were facilitated to senior staff – 19 Heads of Department (total attendees)</p> <p>An Equality, Diversity and Inclusion Programme for Senior Management has been developed but due to the in-person nature of the Programme and the Covid-19 restrictions, it has not been rolled out yet.</p>
Athena SWAN institutional accreditation		Institutional submission for Athena SWAN bronze award in November 2018, under pre-2015 Charter.	Bronze institutional award achieved in May 2019. Work commenced on Action plan. Preparations underway for post-2015 application.	Institutional level bronze award achieved	<p>Background work on gender statistics continues.</p> <p>As CIT already has a Bronze Athena SWAN award, Advance HE has advised this can be maintained as a legacy award to cover all six campuses. A new application for the MTU will have to be applied for within three years of designation.</p> <p>There are plans to extend the existing SAT team to include colleagues across the MTU, and particularly from MTU -Kerry.</p>

				<p>In the interim, new committees, such as the EDI sub-committee of the Governing Body, the Active* Consent committee have been set up and active and work from these committees will inform the next Athena SWAN application.</p>
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<p>iii. Interim targets, commentary and data source (maximum of 300 words)</p> <p>Please colour code this box in line with progress achieved.</p>	<p>Please provide commentary on your Institution’s progress and achievements with regard to the Strategic Initiatives and Interim Targets set out above and published in your Compact, for this Key System Objective as at 31st August 2020. In the event your Institution has diverged from the strategic initiatives agreed in your Compact, please provide a rationale for same. Please colour code your progress in the box to the left.</p> <p>CIT has made significant progress in ensuring that all staff can pursue their career goals and contribute to the success of the Institute in a workplace environment which is inclusive, respectful and supportive. While an Equality, Diversity and Inclusion Programme for Senior Management has been developed, its roll out has been impacted due to Covid-19 restrictions, but due to the in-person nature of the Programme and the Covid-19 restrictions, it has not been rolled out yet.</p> <p>The advent of MTU provides great opportunity in ensuring that equality, diversity and inclusion work has taken place in CIT can help inform plans for future developments with our colleagues in IT Tralee, particularly in the area of Athena Swan. Early engagement with IT Tralee has laid the foundations, advising and assisting with preparatory work and ensuring the support structure is in place to move in line with the efforts underway in CIT. As MTU, cross university committees and working groups will ensure that learnings to date are shared and that MTU progresses in a unified manner. This collective approach, combined with our learnings in the arena of EDI will ensure that MTU starts its journey from a position of strength and knowledge leading to the reinforcement of a workplace environment which is inclusive, respectful and supportive.</p>			
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7. Signature: *Of the President or on behalf of the President (please sign in space below)*

Signature:	
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Date:	12/03/2021
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