

# Mission-based Performance Compact

*between*

IT Sligo

*and*

The Higher Education Authority

Date: February 2014

## Context

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This Compact is an agreement between the Higher Education Authority and IT Sligo and is the outcome of a process of strategic dialogue between the two bodies.

The purpose of strategic dialogue is to align the missions, strategies and profiles of individual higher education institutions with national priorities, and to agree strategic objective indicators of success against which institutional performance will be measured and funding allocated.

This Compact demonstrates a shared sense of the balance that is required between institutional autonomy and public accountability and a recognition that a diverse range of strong, autonomous institutions is essential for the overall higher education system to respond effectively to evolving and unpredictable societal needs.

The Compact recognises that IT Sligo is an autonomous institution with a distinctive mission, operating within a regional, national and international higher education environment.

The Compact recognises that there is a tension between providing a transparent framework of public accountability for performance in relation to funding, and risks of unintended behaviours related to measurements. It addresses this tension by requiring higher education institutions themselves to propose the qualitative and quantitative indicators against which their performance should be assessed by the Higher Education Authority.

The purpose of this Compact is to provide a strategic framework for the relationship between the Higher Education Authority and IT Sligo. It sets out how IT Sligo's mission and goals align with national goals for higher education.

By detailing HEA funding commitments and reciprocal IT Sligo commitments, this Compact also contributes to creating a transparent and accountable system of administration of State funding. To support this purpose, the Higher Education Authority and IT Sligo agree that this Compact will be published.

## The principles of State funding support

The principles under which State funding for higher education is provided are:

- Institutional autonomy balanced with public accountability for high quality outcomes; and
- Core funding allocations that are predictable, fair and transparent, and that provide reasonable stability from year to year and in which funding follows the student.

# Contents

	<b>Page</b>
<b>1. Establishment of the Compact</b>	<b>4</b>
Provides for the establishment of the Compact and its term, and for the Higher Education Authority to inform IT Sligo of any actual or prospective changes to policy.	
<b>2. Performance Funding Framework</b>	<b>5</b>
Sets out the Performance Funding Framework within which the HEA will allocate performance funding to IT Sligo.	
<b>3. Mission and Strategy Statement</b>	<b>6</b>
Includes a statement of IT Sligo's mission and strategy.	
IT Sligo also agrees to inform the Higher Education Authority of changes to its mission and profile.	
<b>4. Current and Planned Profile</b>	<b>10</b>
Contains the current profile 2010/11 (as supplied by the HEA) and the planned profile 2016/17 completed by IT Sligo.	
<b>5. Development Plans and Objectives</b>	<b>11</b>
Sets out IT Sligo's development plans and objectives using standardised templates. These development plans / objectives <i>must</i> be taken from the institution's own properly formulated strategic plan. The quality of the institution's strategic planning process will be evaluated.	
<b>6. Annual Compliance Statement</b>	<b>27</b>
As the strategic dialogue process develops, the HEA will take into account ongoing compliance of institutions.	
Where significant or urgent compliance issues arise, they will be discussed as part of the strategic dialogue in 2013.	
<b>7. Performance Funding</b>	<b>28</b>
Performance funding allocated in first cycle	
<b>8. Agreement</b>	<b>29</b>
Contains confirmation of the agreement between the HEA and IT Sligo, to be signed upon conclusion of the strategic dialogue process.	
<b>Appendices</b>	<b>30</b>
Includes additional material supplied by IT Sligo, including details of how objectives might be objectively verified.	

# 1. Establishment of the Compact

The Higher Education Authority and IT Sligo agree that:

- This Compact consists of this document and the accompanying current and planned profiles
- The term of this Compact is from 1 January 2014 to 31 December 2016 unless terminated earlier by agreement.

IT Sligo acknowledges that policy underlying some or all of this Compact is subject to review by the Minister for Education and Skills or by the Higher Education Authority from time to time. The Higher Education Authority and IT Sligo agree that if changes need to be made to the Compact because of such a review, the Higher Education Authority will notify IT Sligo of this in writing and will consult with IT Sligo accordingly.

Some or all of the funding arrangements may be updated from time to time. Either party may propose changes to this Compact at any time.



## 2. Performance Funding Framework

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Higher education Performance Funding will provide incentives for higher education institutions to improve overall performance in accordance with their own strategies and with their place in the overall system.

Performance Funding will be allocated based on performance against agreed targets and indicators of success proposed by the institution across a range of outcome domains. The targets and indicators of success must be agreed in strategic dialogue with the HEA. The intention is both to improve the performance of the institution in key areas and to steer the institution closer to its agreed mission and profile and to its position in the overall higher education system. The degree of challenge and of realism inherent in the targets proposed will be evaluated and discussed in strategic dialogue.

The Higher Education Authority and IT Sligo agree to review annually the effectiveness of implementation of the strategies and goals for achieving the agreed national and institution outcomes.

As a condition of Performance Funding, in accordance with this agreement, IT Sligo must:

- Agree performance targets as outlined in section 5 below
- Supply performance data to the Higher Education Authority for the relevant indicators
- Achieve the relevant targets agreed.

The assessment of progress against the agreed indicators of success and the allocation of Performance Funding against them will be notified annually to IT Sligo.

### 3 Mission and Strategy Statement

IT Sligo's mission and strategy sets out its values and aspirations, what it does and how it can best serve the interests of its students, staff and key stakeholders. The Higher Education Authority and IT Sligo acknowledge that IT Sligo's mission and strategy may evolve.

IT Sligo and the Higher Education Authority recognise that IT Sligo is an autonomous institution that is responsible for determining its mission, its aspirations and its strategies for their achievement.

However, the Higher Education Authority must ensure that together the missions and profiles of the different institutions will lead to overall coherence of the higher education system as a whole and to completeness, ensuring that national needs are being met and without unnecessary duplication.

The Governing Body of IT Sligo approved the current Strategic Plan in July 2013. The strategic plan is set in the context of the *National Strategy for Higher Education to 2030* and the Mission, Vision to 2020 and Strategic objectives are as follows:

#### Mission

To prepare graduates for complex professional roles in a rapidly changing technological world, advancing and disseminating knowledge through research and scholarship to meet the needs of the Connacht-Ulster region and beyond.

#### Vision to 2020

In 2020, IT Sligo will be (part of) a technological university driving the social and economic development of the Connacht-Ulster Region, a leader in online learning.

#### Strategic Objectives

- . Increase student participation and facilitate access and progression pathways, and improve the student experience.
- . Deliver high-quality teaching and learning where teaching is constantly advancing and maintaining its relevance through research activity, professional development and industrial engagement of academic staff.
- . Obtain technological university status for the Connacht-Ulster Alliance for the benefit of the Connacht-Ulster region.
- . Grow applied research capacity in areas aligned to the Institute's strengths and national priorities so as to deliver a greater contribution to economic and social development.
- . Proactively engage with industry and the community of the Connacht-Ulster Region to ensure that the higher education needs of the region are addressed.

*Source: IT Sligo Strategic Plan 2013-2015*

Over the last 40 years IT Sligo has made higher education accessible in the North West where historically there had been a limited provision and lower participation rates in higher education. Working closely with established and emerging industries and in conjunction with professional bodies, IT Sligo provides graduates with the skills and knowledge to contribute to the economy and wider society.

IT Sligo's distinctiveness comes from its proud tradition of engagement with industry, its commitment to widening participation and access to higher education and in the provision of flexible learning through its extensive range of online programmes.

This tradition is evidenced by, for example, the delivery of tailor-made accredited programmes for global companies such as Merck Sharp & Dohme (Cork), Commonwealth Serum Laboratories (Australia), GlaxoSmithKline/ Steifel (Sligo) , Abbot (Sligo), and for sectors such as bioprocessing through NIBRT (National Institute for Bioprocessing Research and Training) and plastics through the First Polymer Training Skillnet.

IT Sligo is a recognised leader in e-learning, with almost 1,000 students learning online across Ireland and internationally. The Institute is cementing its leadership position in online learning through the integration of online laboratories and is the only HEI in Ireland delivering this facility.

IT Sligo's achievements including the expansion in higher education provision and partnership with industry, provide a robust platform on which to take forward our strategic ambitions of achieving technological university status. Designation as a technological university fits naturally with the Institute's tradition of providing employment-ready graduates, industrial engagement and lifelong learning, and with its emerging reputation in applied research.

A technological university in the Connacht-Ulster region will have the scale and critical mass to help transform the region and address its structural needs in terms of education, employment and enterprise. IT Sligo and its partners are confident in our ability to meet the criteria for technological university status through the Connacht-Ulster Alliance (CUA). The Institute's ambition for technological university status has the full support of the key employers and industrial stakeholders in the region.

The current IT Sligo Strategic Plan is a stepping stone to this ambition. It is completely aligned with the National Strategy for Higher Education to 2013 and addresses the priority areas identified in this Performance Compact.

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### 3.1 Changes to the mission and strategy statement

The Higher Education Authority acknowledges that IT Sligo may adjust its mission and strategy from time to time. IT Sligo agrees that the following will be the subject of strategic dialogue with the Higher Education Authority and may result in a change to the Compact:

- Any significant change that it proposes to make to its mission during the term of the Compact
- Any significant change that it intends to make to its activities that could affect either the content or the practical application of its mission.

## 4. Current and Planned Profile

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The following pages contain:

- IT Sligo's current profile 2010/11 (as supplied by the HEA); and
- IT Sligo's planned profile 2016/17 (completed).

*For hard copy submissions, please bind the current and planned profile after this page.*

*For electronic submissions, please submit the current and planned profiles as PDF and Excel attachments respectively.*



## 5. Development Plans and Objectives

### 5.1 Regional clusters

#### Strategy summary

Please provide a brief summary of IT Sligo's strategy and chosen objectives in relation to its **regional cluster**.

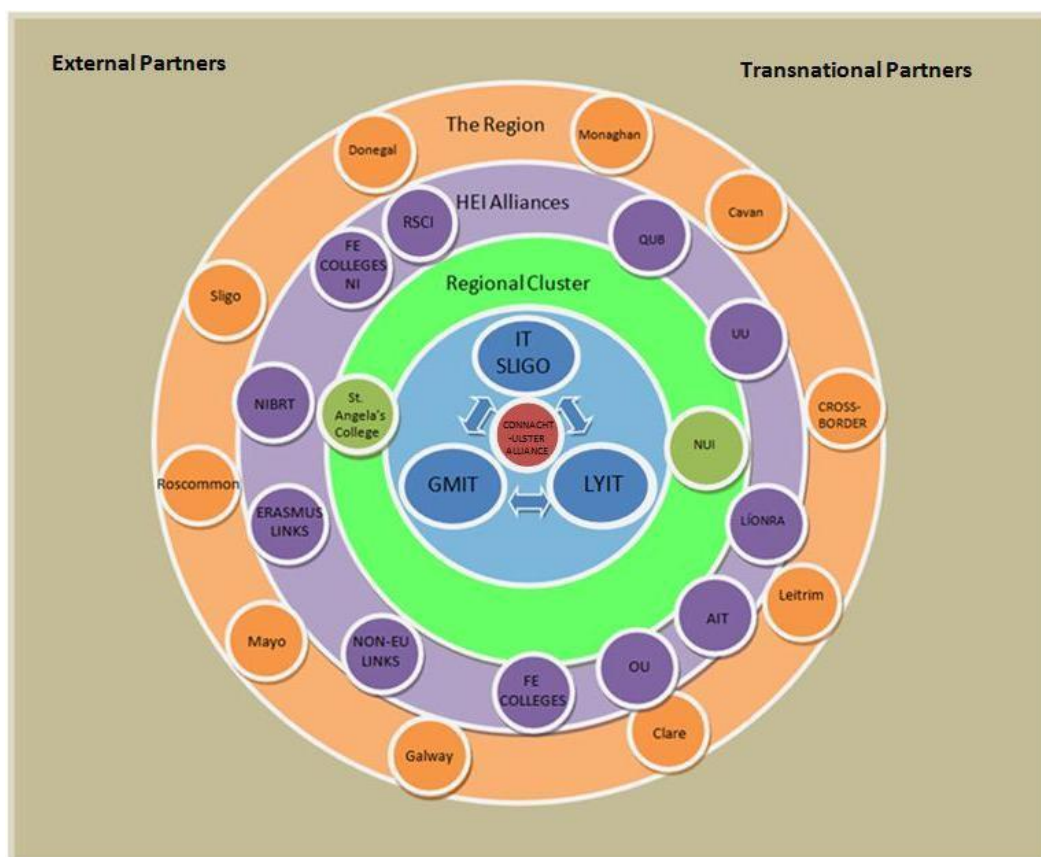
This should set out:

- Member institutions
- Governance arrangements
- Priority objectives for the cluster.

Please note any external factors or assumptions that might affect institutional progress towards stated development objectives.

#### Regional clusters:

IT Sligo is a dynamic and engaged institute of higher education that has a range of collaborations, partnerships and cluster agreements, diagrammatically represented below. The Connacht-Ulster Alliance, formed with Galway/Mayo and Letterkenny Institutes of Technology is IT Sligo's key strategic alliance, as its aim is to merge the institutions to achieve technological university status.



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In respect of the regional clusters envisaged by the Department of Education and Skills and the HEA, IT Sligo, as a member of the Connacht-Ulster Alliance, is working with NUI Galway to establish a West/North West Regional Cluster. Governance arrangements are currently under discussion, with options based on the existing Lónra model being considered.

The priority objectives for the cluster have been agreed as follows:

1. Establish a functioning cluster with agreed governance arrangements;
2. Coordinate academic planning in the region;
3. Develop regional learning pathways.

A bid has been submitted to the Strategic Innovation and Development Fund (SIDF) for support in establishing a functioning cluster that will achieve the agreed objectives. Progress towards the objectives will be substantially delayed if this bid is unsuccessful.

In addition to the regional cluster, IT Sligo will build upon its established reputation as an effective collaborator with industry and academic partners to benefit our students and the region. Examples of such strategic collaborations include NIBRT, MetricIreland, the Abbey Theatre and the Network for Teaching Entrepreneurship (NFTE). Additional partnerships are ongoing and under development with (among others) Kempten University of Applied Sciences (Germany), the University of Ulster and Queen's University Belfast.

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## Regional clusters: Institution objectives and performance indicators

1.	Institution objective	Establish a regional cluster of HEIs in the West/North West region (GMIT, LYIT, IT Sligo, NUIG) with appropriate governance arrangements.  It is also envisaged that a liaison will be established with the Mid-West cluster.
	Performance indicator	The establishment of a functioning cluster.
	Baseline	Connacht-Ulster Alliance with GMIT and LYIT; Lónra Network; 'New Frontiers' Regional entrepreneurship programme with LYIT, 'Ignite West' Technology Transfer Consortium with GMIT, LYIT and NUIG.
	Targets 2014	Cluster defined as the West/North West region in the first instance; Governance agreed; Engage with other HEIs in the cluster to agree cluster objectives; Engage with FE sector / ETBs. 2015 Functioning cluster; Achievement of short term cluster objectives; 2016 Review of cluster objectives and performance; Achievement of medium term cluster objectives
2.	Institution objective	Coordinated academic planning.
	Performance indicator	A coordinated academic plan.
	Baseline	Individual portfolio of programmes for each HEI in the cluster.
	Targets	2014 Mapping of full time and lifelong learning programmes in the cluster development of a matrix of programme provision at undergraduate and postgraduate level across partner institutes Mapping of research activity Mapping of civic engagement initiatives 2015 Mapping of access, transfer and progression opportunities 2016 Ensuring a diverse range of programmes across the region, responding to the needs of the region

3	Institution objective	To develop regional learning pathways with partner institutes and FE institutions to provide clearly articulated progression opportunities among HEIs in the region.
	Performance indicator	Review access, transfer and progression policies and practices across institutions; Develop new entry routes for non-traditional students to full time and part time programmes; Harmonise RPL policies and develop agreements to enable students with prior formal and experiential learning to gain direct or advanced entry to particular programmes.
	Baseline	Institutional transfer policies and FETAC entry routes
	Target	2014 Review existing access, transfer and progression policies; Devise formal schema for progression amongst partners and develop common access and transfer policies; Agree on regional targets for number of transfers across institutions.
	Target	2015 Transfer system in place
	Target	2016 New entry routes in place

## 5.2 Participation, equal access and lifelong learning

### Strategy summary

Please provide a brief summary of IT Sligo's strategy and chosen objectives in relation to participation, equal access and lifelong learning.

This should reference the benchmarks by which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect institutional progress towards stated development objectives.

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#### Participation, equal access and lifelong learning:

Making higher education accessible in the North West (where historically there has been a limited tradition of engagement) is and will continue to be a key strategic objective of IT Sligo. We will aim to maintain participation by the lower socio-economic groups within the range of 20%-30% of undergraduate new entrants.

We will continue to increase student numbers, provide access routes to attract a diverse student intake, and offer clear routes of progression through the various levels of the NQF both at IT Sligo and other HEIs in the region.

IT Sligo will continue to offer programmes from Level 6 to Level 10 on the NQF, and will increase the number of minor and special purpose awards provided. Programmes will be characterised by flexible modes of delivery including an advanced online offering which promotes lifelong learning.

IT Sligo will build on its national leadership position in the provision of online and flexible learning by increasing online student numbers, developing online pedagogy and providing online access to laboratories and practical experiments. The expertise that IT Sligo has developed will be exploited through the Connacht-Ulster Alliance to extend the capacity and scope of online learning.

We are also committed to progressing access initiatives with our partners in the Connacht-Ulster Alliance and the regional cluster.

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## Participation, equal access and lifelong learning: Institution objectives and performance indicators

1	Institution objective	Steadily increase student numbers, facilitating access and progression pathways
	Performance indicator	Student populations (WWTE)
	Baseline	6,547
	Interim target, 2013/14	6,490
	Interim target, 2014/15	6,847
	Final target, 2015/ 2016	7,004
2	Institution objective	Increase online student numbers, enhancing access and facilitating lifelong learning
	Performance indicator	Number of online students
	Baseline	930 2012/13
	Interim target, 2013/2014	1,100
	Final target, 2015/2016	1,376

## 5.3 Excellent teaching and learning and quality of the student experience

### Strategy summary

Please provide a brief summary of IT Sligo's strategy and chosen objectives in relation to excellent teaching and learning and quality of the student experience.

This should set out:

- 1 Vision underpinning the portfolio of undergraduate programmes
- 2 Approaches being taken to improve overall performance
- 3 How planned provision is aligned to institutional mission

Further supporting evidence, with regard to the means of verification, should be provided in appendices as necessary.

Please note any external factors or assumptions that might affect progress towards stated objectives.

IT Sligo aims to deliver high quality teaching and learning where our teaching will constantly advance and maintain its relevance through the research activity, professional development and industrial engagement of our staff.

While recognising that the quality of teaching and learning is difficult to define, the Institute considers that student progression through the stages of a programme and on to graduation is a reasonable and measurable indicator of the quality of its teaching and learning and has set an objective of improving this. For comparative purposes the objective is framed using the HEA non-progression measure, even though it is acknowledged that this high level measure does not take account of reasons unrelated to the quality of teaching and learning that may cause students not to progress.

IT Sligo will continue to invest in the physical and virtual learning environment (current €20m capital development due for completion in 2014), to enhance teaching with online technology, including integration of online laboratories where appropriate.

A pedagogical approach that focuses on both enquiry and problem based-learning will equip graduates with the skills required in the modern economy. IT Sligo will continue to develop and update programmes to ensure that they are industry relevant, professionally accredited (where appropriate) and provide the generic skills necessary for effective engagement with industry and society. The Institute will increase student work-based experience and other appropriate forms of civic engagement to promote graduate employability.

The portfolio of undergraduate programmes is grounded in meeting the needs of employers and anticipating future skills needs in knowledge-based and vocational occupations. The institute will continue to review and adapt programme provision and curriculum to respond to work force requirements across science, engineering, design, business & social science disciplines. IT Sligo

will continue to respond to industry needs by providing special purpose awards, employer specific, accredited programmes.

We will continue to advance the skills and qualifications of staff to enhance the quality of teaching and assessment across the institute and to achieve the criteria for designation as a technological university.

IT Sligo will agree a joint Learning, Teaching and Assessment Strategy with our CU Alliance partners built upon the principles set out above.



## Excellent teaching and learning and quality of the student experience: Institution objectives and performance indicators

1.	Institution objective	Deliver high quality teaching and learning through 21 <sup>st</sup> Century Virtual Learning Environment (VLE), in collaboration with other providers
	Performance indicator	Reduced non-progression
	Baseline	27% non-progression
	Interim target, end 2014	
	Interim target, end 2015	
	Final target, end 2016	23% non-progression
2.	Institution objective	Increase the number of academic staff with postgraduate qualifications in teaching and learning in higher education
	Performance indicator	Increased number of academic staff with postgraduate qualifications in teaching and learning in higher education
	Baseline	7
	Interim target, end 2014	8
	Interim target, end 2015	12
	Final target, end 2016	20
3.	Institution objective	The CUA will develop and agree a joint Learning, Teaching and Assessment strategy
	Performance indicator	Agreement by academic council(s) of a joint Learning, Teaching and Assessment Strategy
	Baseline	Each partner has own Learning, Teaching and Assessment strategy
	Final target, end 2015	Single agreed Learning, Teaching and Assessment Strategy

## 5.4 High quality, internationally competitive research and innovation

### Strategy summary

Please provide a brief summary of IT Sligo's strategy and chosen objectives in relation to high quality, internationally competitive research and innovation.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in an appendix as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

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#### High quality, internationally competitive research and innovation:

IT Sligo's strategy is to increase applied research in a number of specific areas building on the institute's strengths in special areas.

The strategy involves:

- Research capacity building measures
- Recruitment and training of research active staff
- President's bursaries
- Establishment of Strategic Research Centres – a process to do this was initiated in 2012/13 and two centres were established in 2013/14
  1. The Centre for Environmental Research, Innovation and Sustainability
  2. The Precision Engineering and Manufacture Centre

In addition seed funding has been provided for a Centre for Research in Social Professions.

The strategy is working and the trajectory is upwards. Research student numbers have doubled in the last four years and research awards of €3.6 million have been won in 2013:

- ✓ EU FP7 (Polymer Processing) €1m
- ✓ Radiowave Therapy Research Institute €600k
- ✓ INTERREG €500k
- ✓ SFI Investigator Award €400k
- ✓ Teagasc €200k, Dept of Agriculture €234k
- ✓ SFI TIDA €100k, IRCHSS €144k, EPA €160k

The drawdown profile of these awards is just over €1m per annum for 2014-2016 – on this basis, the target of €3m in research income in 2016 is realistic.

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## High quality, internationally competitive research and innovation: Institution objectives and performance indicators

1.	Institution objective	Increase research income
	Performance indicator	Amount of competitively won research income
	Baseline	€1.1 m
	Interim target, end 2014	€2.0m
	Final target, 2015/16	€3.0m
2.	Institution objective	Establish strategic research centres in prioritised areas of research
	Performance indicator	Establishment of successful Strategic research centres
	Baseline	No strategic research centres (2012/13)
	Interim target, end 2014	Establishment of three strategic research centres
	Interim target, end 2015	Review of performance of centres and establishment of fourth centre
	Final target, end 2016	Four successful strategic research centres generating appropriate research outputs and funding
3.	Institution objective	Increase in the number of registered Level 9 and Level 10 research students by 12% per annum
	Performance indicator	Number of research students
	Baseline	72
	Interim target, end 2014	80
	Interim target, end 2015	89
	Final target, end 2016	100
4.	Institution objective	Increase in the number of staff engaging in research as defined by those, supervising Level 9 and Level 10 students and/or making competitive funding applications and/or making peer reviewed publications
	Performance indicator	Number of staff supervising registered research students at Level 9 and 10 and/or making competitive funding applications and/or making peer reviewed publications

Baseline	40
Interim target, end 2014	46
Interim target, end 2015	54
Final target, end 2016	60

## 5.5 Enhanced engagement with enterprise and the community and embedded knowledge exchange

### Strategy summary

Please provide a brief summary of IT Sligo's strategy and chosen objectives in relation to enhanced engagement with enterprise and the community and embedded knowledge exchange.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

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#### Enhanced engagement with enterprise and the community and embedded knowledge exchange:

Engagement with industry and the community has been a strategic imperative for IT Sligo, and the Institute plans to deepen this engagement.

IT Sligo has established an external stakeholders group that ensures that the Institute's strategic direction is aligned with the needs of the region. This group will be extended to become a Connacht-Ulster region-wide group, supporting and advising the CU Alliance.

IT Sligo will continue to respond dynamically to the needs of business in the region and we will grow the number of company-specific accredited training (special purpose awards) and professional development programmes provided.

IT Sligo will also continue to work with start-ups, SMEs and key industry partners in supporting technology transfer and near market research through innovation vouchers and other relevant programmes including INTERREG and Horizon 2020. This engagement will strengthen research-informed teaching.

The number of programmes with student placement, work-based experience and other forms of civic engagement will increase, improving the employability prospects of graduates and deepening engagement with industry and the community.

IT Sligo will make its facilities more accessible to stakeholders in the region by hosting more events welcoming the community, industry and prospective students to our campus, thus enhancing engagement, building relationships and developing a broader understanding of the Institute's role in regional development.

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## Enhanced engagement with enterprise and the community and embedded knowledge exchange:

### Institution objectives and performance indicators

1.	Institution objective	Confirm two new agreements annually to provide company specific accredited training
	Performance indicator	New agreements to provide accredited company specific training with a minimum of 16 students
	Baseline	One new agreement per year
	Interim target, end 2014	Two new agreements
	Interim target, end 2015	Two new agreements
	Final target, end 2016	Two new agreements
2.	Institution objective	Increase innovation vouchers
	Performance indicator	Increased innovation vouchers
	Baseline	20 per annum
	Interim target, end 2014	25 per annum
	Interim target, end 2015	30 per annum
	Final target, end 2016	35 per annum
3.	Institution objective	Enhance engagement with stakeholders across the region and beyond
	Performance indicator	Host five major events per annum
	Baseline	Three major events per annum
	Interim target, end 2014	Four major events per annum
	Interim target, end 2015	Five major events per annum
	Final target, end 2016	Five major events per annum

## 5.6 Enhanced internationalisation

### Strategy summary

Please provide a brief summary of IT Sligo's strategy and chosen objectives in relation to enhanced internationalisation.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

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#### Enhanced internationalisation: strategy summary

For the period of the compact IT Sligo's internationalisation objectives are modest and achievable, representing improvement from a low base.

IT Sligo will continue to develop a number of targeted initiatives designed to provide greater student and staff mobility opportunities within Europe (under the Erasmus LLP programme and beyond) and priority non-EU Tier 1 and Tier 2 countries (as defined by Education Ireland). These initiatives (among others) will yield enhanced bilateral university partnerships and continued participation in overseas Government-sponsored scholarship programmes. This will ultimately result in a broadened recruitment base and a larger cohort of international students, full-time or online (part-time).

Through the delivery of online programmes IT Sligo will continue to increase the number of students studying on IT Sligo programmes across the globe, thus enhancing IT Sligo's reputation internationally.

The Institute will increase its internationalisation efforts at postgraduate level, building upon the existing relationships and structures forged at undergraduate level. We will seek to capitalise on opportunities for staff and postgraduate students under existing programmes (e.g. Erasmus Mundus, Horizon 2020, and Science without Borders). We will seek to enhance opportunities for research staff and students to collaborate and disseminate research outcomes internationally. We will also seek opportunities to gain from international best practice to enhance IT Sligo's commercialisation of research outcomes (technological transfer).

IT Sligo will seek authorisation from QQI to use the International Education Mark (IEM) to promote the Institute internationally.

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## Enhanced internationalisation: Institution objectives and performance indicators

1.	Institution objective	Increased recruitment of international students
	Performance indicator	Number of international student numbers.
	Baseline	140
	Interim target, end 2014	180
	Interim target, end 2015	220
	Final target, end 2016	250
2.	Institution objective	Increase the number of outward student placements
	Performance indicator	Annual increase in outward placements
	Baseline	35
	Interim target, end 2014	45
	Interim target, end 2015	55
	Final target, end 2016	70



## 5.7 Institutional consolidation

### Strategy summary

Please provide a brief summary of **IT Sligo's** strategy and chosen objectives in relation to **institutional consolidation**.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

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#### **Institutional consolidation: strategy summary**

In July 2012 the Connacht-Ulster Alliance was formally launched as an alliance between IT Sligo, Galway Mayo IT and Letterkenny IT. The Alliance has the aim of merging to achieve re-designation as a technological university to serve the higher educational, research and social and economic development needs of the Connacht-Ulster region.

An implementation plan has been agreed to ensure the Alliance meets the criteria for designation and this plan extends to 2017.

The uncertain planning environment, particularly in regard to the finance (both state funding and the ability of students to pay their contribution) and staffing levels may affect the timing of progress towards this objective.

The CU Alliance is seeking funding under Strand 2 of the Strategic Innovation and Development Fund for a Programme Manager and three Project Managers to be full-time dedicated resources to the Alliance, with responsibility for the CUA Implementation Plan. The unavailability of support from this fund would affect progress towards this objective.

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## Institutional consolidation: Institution objectives and performance indicators

1. Institution objective	To pursue a trajectory that achieves re-designation as a technological university
Performance indicator	To meet TU criteria and submission for re-designation.
Baseline	<p>Signing of CU MOU in July 2012</p> <p>Agreed implementation plan in December 2012</p> <p>Submission of three collaborative SIDF proposals to HEA July 2013</p>
Target, end 2014	<p>Submit formal Expression of Interest in designation as a technological university (June 2014)</p> <p>Review the achievement of the objectives of the CUA implementation plan</p> <p>Programme mapping across the CUA</p> <p>Identify opportunities for shared services and common processes with CUA and cluster partners (e.g. HR policies, procurement)</p> <p>Pilot online QA student survey across the CUA</p> <p>Common library research repository</p> <p>Joint CUA Student Union Mental Health Initiative</p> <p>Mapping of programmes in the CUA</p>
Target, end 2015	<p>Mainstream online QA student survey across the CUA</p> <p>Report on the feasibility of online exams management system with the CUA partners</p> <p>A common Learning, Teaching and Assessment Strategy</p>
Final target, end 2016	<p>CUA common strategic planning framework</p> <p>A common RPL policy and procedures</p> <p>Ensure a diverse range of programmes across the CUA, while avoiding unnecessary duplication</p> <p>Agree a date to apply for designation as a technological university</p>

## 6. Annual Compliance Statement

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As the strategic dialogue process develops, the HEA will take into account ongoing compliance with important foundational requirements such as:

- Statutory quality assurance processes
- Providing an annual statement required under their Code of Governance and with all other requirements of that Code
- Providing details of satisfactory financial outturn, budget and financial plan
- Employment control framework
- Data returns to the HEA.

Where significant or urgent compliance issues arise (such as unacceptable financial deficit, weakness in financial plans or major omissions or delays in returns, they will be discussed as part of the strategic dialogue).

## 7. Performance Funding

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Having regard to the performance of Institute of Technology, Sligo in the strategic dialogue process leading to this compact, performance funding of

**€ 125,000**

has been allocated to the Institute.

## 8. Agreement

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**To be completed following the conclusion of the strategic dialogue process.**

Having regard to the agreed minute of the strategic dialogue meeting attached, the HEA and Institute of Technology, Sligo agree that the mission, planned profile and targets, as set out in the foregoing sections of this Compact, are consistent with the objectives set for the higher education system and are appropriate to Institute.

Signed:

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Chief Executive, Higher Education Authority

Date:

Signed:

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Chief Officer, Institute of Technology, Sligo

Date: