



## Strategy and Performance Dialogue 2018 – 2021

HEI Self Evaluation Report on Progress

1 September 2018 – 31 August 2021

### Section A: Summary Information

<b>Name of Institution</b>	Letterkenny Institute of Technology
<b>Name and email address of contact person</b>	Paul Hannigan
<b>Date of submission</b>	11 April 2022

## Section B: Overview of Institutional Strategic Development and Performance

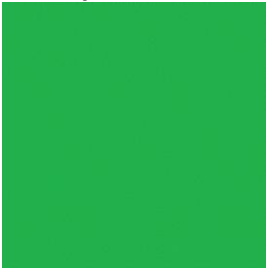
<p><b>Critical Reflection</b></p> <p><i>Max. 5,600-character limit (750-800 words approx.)</i></p>	<p>When the initial Compact was signed with the HEA in January 2019, LYIT was in transition from one Strategic Plan to another and an indication of strategic objectives for our emerging Strategic Plan 2019-23 was articulated in the Compact. These indications were included in the LYIT Strategic Plan 2019-23 which was developed with the Compact in mind. As we look back now the Institute has made significant progress against the strategic objectives outlined. The pursuit of Technological University status with our partners in IT Sligo and GMIT became the dominant strategic objective and had a direct impact on the activity ongoing within the institution. Significant efforts were made to align activity to achieve the metrics necessary for TU designation. These were achieved in April 2021 resulting in a submission to the HEA and a visit from an International Panel in July 2021 which ultimately resulted in the approval of Technological University status in autumn 2021.</p> <p>Over the period of the compact LYIT saw a significant increase in enrolment with a 10.7% increase in full-time students and 19.2% increase in part time provision (including online). The Institute continued to expand its research activity through inter-institutional collaboration and the development of a Post Graduate Research Centre on campus. For the first time in over 30 years through engagement with Donegal ETB the Institute secured support from the HEA for Electrical Craft Apprenticeships which are due to start in September 2021.</p> <p>The Institute continued to develop its Cross-border activity through the establishment of the North West Cross-border Tertiary Education Cluster including LYIT, Ulster University, North West Regional College and Donegal ETB. This Cluster is unique in that it includes both further and higher education and is consistent with the focus of the Irish Government with the development of a new Department in the Republic. The Institute also secured its Athena Swan Bronze Award in March 2021 and is totally committed to the principles of equality, diversity and inclusion as it moves into the Atlantic Technological University (ATU). A significant restructuring was undertaken across the college with the movement from a four school to a three faculty structure accompanied by a realignment of Vice Presidential roles. This allowed the Institute to have more balanced academic provision across the college and to incorporate the former school of Tourism on the Killybegs campus into the new Business Faculty. Significant capital investment continued across the college with a particular emphasis on upgrading the Killybegs campus. Modifications have been made on the Letterkenny campus to accommodate new programme development and planning is well underway for the development of significant sporting infrastructure to support the student experience on campus.</p> <p>This level of activity has occurred against the backdrop of a global pandemic which seriously disrupted the Institute's activities from March 2020. This intrusion meant the Institute had to totally re-evaluate how it offered its programmes in order to complete two academic years. The staff and students within the Institute reacted remarkably to this challenge and with the</p>
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	<p>help of a newly established Flexible and Online Learning Unit the Institute managed to deal with the challenges before it and to continue with its activity. There were some positives to emerge from the pandemic particularly in the area of online delivery and in the focussed nature of activity to achieve Technological University status. However, there are concerns that the isolation of both staff and students throughout the pandemic had a negative impact on the overall college experience and this was reflected in surveys of both staff and students at the time.</p> <p>In terms of external engagement LYIT prides itself on its track record in this area, however, this is probably one of the areas that was more negatively impacted by the pandemic. The Institute's on-campus incubation centre, CoLab, was vacant for the majority of time during the pandemic and the loyalty of the tenants was remarkable as the majority of them have returned to their offices post pandemic. A significant effort is required to ensure that relationships are retained and built upon to ensure that this activity remains prominent as we enter the Technological University.</p> <p>So on reflection, over the three year period of the Compact since September 2018 the Institute has gone through significant change while being loyal to the commitments made in the original Compact and the subsequent LYIT Strategic Plan 2019-23. Performance against these objectives were reported on regularly to the Institute's Governing Body and both the Governing Body and the Institute's Audit and Risk Committee were kept abreast of developments or any issues arising. The Institute now looks forward to a new future as part of the Atlantic Technological University and is confident that as ATU Donegal can contribute to the overall strategic objectives of the new University.</p>
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## Section C: Key System Objectives (KSOs)

<p><b>KSO 1</b></p>	<p><b>Providing a strong talent pipeline combining knowledge, skills &amp; 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</b></p>
<p><b>KSO 1 Summary Statement</b></p> <p><i>Max. 4,200-character limit (550-600 words approx.)</i></p>	<p>Over the three years of the Compact the Institute has made significant strides in increasing student enrolment across all categories, this includes:</p> <p>10.7% increase in full-time student enrolment.</p> <p>19.2% increase in part time provision (including online) and increasing significantly enrolment on our Springboard programmes to 496 students.</p> <p>While these increases are very positive they were delivered in a time where there were many challenges to the Institute. It is clear from the work of our academic faculties and Academic Council that significant change has been brought about in our full-time course offerings and this has been promoted very strongly to the school leaving population within our region. Of all students going onto higher education from County Donegal approximately 50% come to LYIT on an annual basis.</p> <p>The challenge for the Institute is to remain relevant to the school leavers while engaging proactively with industry to ensure that graduates from the programmes have opportunities for employment within the region. It was a similar challenge within our post graduate provision which has proven extremely attractive to international students and also our Springboard offering which is developed with industry and in response to needs identified by our Regional Skills Forum. The normal challenges were further enhanced by the impact of Covid-19 and the necessity for the college to change its course delivery mode. While this was a significant challenge it also opened up opportunities and this has resulted in online programmes recruiting students from a broader geographic base and not just the North West of Ireland.</p> <p>It is obvious from data from the HEA that the Institute has had comparatively large increase in student enrolment than in other institutes. This is manifest in the RGAM allocation to Letterkenny over the years which has shown significant growth. Our post graduate and international student numbers have grown hand in hand and the reputation of our post graduate programmes and the</p>

	<p>employment record of our graduates has had a positive impact on achieving the Technological Univeristy metrics while at the same time enhancing the Institute's reputation on a national and international basis.</p> <p>The risks associated with this activity are to ensure that the human and physical resources required to support this growth and activity are delivered. The Institute's Resource Review Committee maintained overview on demands made and these were ultimately approved through the Institute's Executive Board. The risks associated with the inability to meet targets we had set were articulated through the Institute's Risk Register and this was monitored by the Executive Board and the Institute's Audit and Risk Committee. Looking back over the three year period the Institute had set stretch targets for itself as it moved towards the attainment of TU status. The performance of the Institute driven by the work of its staff has been admirable during this period.</p>			
<p><b>Strategic Priority 1.1</b> Lifelong Learning: Maintain and grow the numbers engaged in lifelong learning and the population of new entrants accessing their studies via flexible means in line with the targets in the National Skills Strategy and High Level Targets</p>	<p><b>Key Performance Indicators</b></p>	<p><b>Pre-compact Baseline 2018</b></p>	<p><b>Overall Target 2018-2021</b></p>	<p><b>August 2021 KPI Value</b> <i>Max. 210-character limit (30 words approx.)</i></p>
	<p>Total Springboard places</p>	<p>No baseline identified</p>	<p>200-250 places</p>	<p>496 - this represents an almost 100% increase on the interim targets set in 2019/20 and a 166% increase on students registered in August 2019.</p>
	<p>LYIT Enrolment – Full-time</p>	<p>3102</p>	<p>3050</p>	<p>3,434 - this represents an almost 11% increase on the baseline identified in 2017/18.</p>
	<p>LYIT Enrolment – Part-time</p>	<p>1214</p>	<p>950</p>	<p>1,447 - this represents an almost 20% increase on the baseline set in 2017/18 and includes over 500 students on e-learning programmes.</p>

	LYIT Enrolment – Total	4316	4000	4,881- this represents a 13% increase on the baseline set in 2017/18.
<p><b>SP 1.1 Commentary</b></p> <p><i>Max. 1,400-character limit (200 words approx.)</i></p>	<p>The Institute has continued to exceed the targets set through the Compact process. While full-time enrolment has continued to increase the strides made on Springboard enrolment and particularly on e-Learning students has been most satisfying. These two categories allied to the Institute's increased enrolment on post-graduate programmes has brought a whole new cohort of students back into Higher Education. This is contributing significantly to the overall system objective and to the opportunities available to graduates and to employers seeking a highly skilled work force. This level of activity is consistent with the Institute's Academic Plan and supported by an extremely pro active Academic Council and very targeted promotional activities both with second level schools and with industry .</p> <p>The flexibility shown by the Institute in course development is reflected in a recent QQI report which shows that LYIT had the second highest number of micro credential programmes developed across the Higher Education system in the Republic of Ireland. This is extremely significant as it shows the partnership approach with industry in course development and with the advent of the LYIT Flexible and Online Learning Unit the Institute's capacity and capability to meet the specific needs of learners has been significantly enhanced.</p>			<p><b>Colour rating for this Strategic Priority: Green</b></p> 
<p><b>Strategic Priority 1.2</b></p> <p>Employability: Develop and implement a tailored plan to improve the employability of graduates in line with the High-Level Targets detailed here.</p>	<p><b>Key Performance Indicators</b></p>	<p><b>Pre-compact Baseline 2018</b></p>	<p><b>Overall Target 2018-2021</b></p>	<p><b>August 2021 KPI Value</b></p> <p><i>Max. 210-character limit (30 words approx.)</i></p>
	<p># and % of programmes with work placement</p>	<p>No baseline identified</p>	<p>61% (33/54 CAO programmes)</p>	<p>61% - this target has been achieved.</p>

<p><b>SP 1.2 Commentary</b></p> <p><i>Max. 1,400-character limit (200 words approx.)</i></p>	<p>The Institute has continued to increase the number of entry level programmes with work placements. This has now surpassed our initial interim target of 58% and now sits at 61%. While we initially set out to have a consistent approach across each of our faculties in how work placements were managed this proved impossible as the nature of the placements across the college varied significantly. Each faculty has developed its own mechanism for the management of these placements and significant staff resources have been allocated to this activity to recognise its importance across the college.</p> <p>Feedback over the period is that employers are really positive about the placement opportunities and that students are being offered permanent positions post graduation on the basis of their performance during their placement. As the number of placements has increased the faculties have developed more streamlined mechanisms for the management of this activity. The impact of Covid was significant in terms of the continuity of placements and the institute and the employers worked to ensure that the students had some comparable experience during this period. This was really difficult and it tested the relationship between the Institute and the employers and it is fair to say that the robust relationships endured during that period to ensure an even stronger relationship as we move forward.</p>	<p><b>Colour rating for this Strategic Priority: Green</b></p> 
<p><b>KSO 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</b></p>		
<p><b>KSO 2 Summary Statement</b></p> <p><i>Max. 4,200-character limit (550-600 words approx.)</i></p>	<p>The Institute recognises the national priority to attract international students to Ireland and to develop language and intercultural skills in our indigenous population. This is outlined in the Irish Educated, Globally Connected, an International Strategy for Ireland 2016 – 2020 and reflected in the LYIT Strategic Plan 2019-2023. In order to attain this objective LYIT undertook the following actions over the period of the Compact.</p> <ul style="list-style-type: none"> <li>•Build capacity in respect of the International Office with the appointment of an International Education Manager</li> <li>•Work with the academic managers to promote the Institute to international students continuing the positive trend in international enrolments.</li> <li>•Enhance the experience of international students who choose LYIT by supporting their integration into campus life and work with regional enterprises to capitalise on the significant potential of this particular student cohort.</li> </ul>	

- Develop additional Erasmus+ agreements and supports to increase the numbers of incoming and outgoing Erasmus+ students.

Significant work was done with our partners in IT Sligo and GMIT as we moved towards TU status. External consultants were engaged to support the internationalisation of the new University and a very detailed report has been produced to support that momentum within the Atlantic Technological University (ATU). The reputation of the ATU in attracting international students to the West and North West region will be extremely important as the University develops and ATU Donegal has a significant contribution to make to this activity.

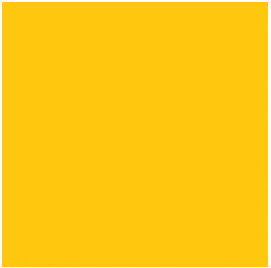
Covid-19 had a significant impact on our international recruitment activities, however, through the relationships already built the student recruitment continued with provision online to those who couldn't attend in person, but also tremendous effort was made by the students involved to actually be in Ireland. These relationships and the Institute's reputation has supported the recruitment as the Institute has emerged from Covid and begins its activities as the Atlantic Technological University.

With respect to the Institute's activity in Enterprise Engagement the Institute defined specific KPIs in the Compact to measure this activity. These KPIs are reported on in the table below but due to the impact of Covid these statistics refer predominantly to the calendar year 2021 and don't reflect the normal expected level of engagement. In retrospect and with the advent of Covid-19 the KPIs were too specific and didn't reflect the ongoing engagement with Enterprise. The Institute is home to CoLab which hosts approximately 60 small employers with over 200 people in employment. During Covid these companies could not attend the premises in person and the risk associated with this from the Institute's perspective was that we may lose the clients completely as remote working became the norm. However, our experience has been completely the opposite where the Institute provided a short rent holiday to the tenant companies during the lockdown and as restrictions lifted companies returned to campus and CoLab is now used as an exemplar best practice in remote working across the region. In addition, to working with SME's in CoLab the Institute has continued to work hand in hand with large multi-nationals in meeting their skills needs and also the development of a Marine Cluster in Killybegs funded by Enterprise Ireland under the Regional Technology Cluster Fund.


In retrospect, when looking at the KPIs set in 2018 it would have been more beneficial to be more focussed on how we measured success in this activity and the success from our perspective is that regardless of the impact of Covid we have maintained and enhanced our relationships with Enterprise and this will now continue under the Atlantic Technological University. The HCI funded HE 4.0 project has also supported our activities in this area with a particular focus on the Tourism and Hospitality industry which is



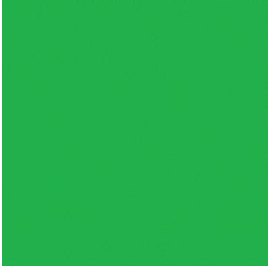
	showing real opportunities for the development of online education to meet the significant skill shortages identified in the tourism industry at the moment.			
<b>Strategic Priority 2.1</b>	<b>Key Performance Indicators</b>	<b>Pre-compact Baseline 2018</b>	<b>Overall Target 2018-2021</b>	<b>August 2021 KPI Value</b> <i>Max. 210-character limit (30 words approx.)</i>
Internationalisation				
	# Full-time International Students	150	230	172 - this outcome is ahead of our pre Compact baseline but below the overall target set for 2021. This is directly attributable to the impact of Covid-19 and the recruitment of 172 students is positive.
	# Full-time EU Students	93	70	10 - the Institute cancelled all Erasmus exchanges during Covid and this had a detrimental impact on student recruitment in this category.
	# Full-time non-EU Students	57	160	162 - this target has been achieved in very difficult circumstances due to Covid-19.
	# Teacher Mobility Erasmus +	5	7	Cancelled due to Covid-19
	# Staff Mobility Erasmus +	3	5	Cancelled due to Covid-19
	# staff on non-EU bilateral programmes	2	3	Cancelled due to Covid-19

	Incoming delegations from non-EU	China, USA, Malaysia	No target set	Cancelled due to Covid-19
<p><b>SP 2.1 Commentary</b></p> <p><i>Max. 1,400-character limit (200 words approx.)</i></p>	<p>The Institute set very ambitious targets in the Compact for the recruitment of Non-EU students. The appointment of an International Education Manager signalled a strong strategic intention to achieve this objective. It is evident from the recruitment for 2019/20 that the Institute strategy was succeeding and that our reputation specifically for the provision of attractive post-graduate programmes in the ICT area was proving popular with this student cohort.</p> <p>The Institute had embarked on an extensive recruitment campaign for the 2020/21 academic year and this was proving very successful as is evidenced by the number of offers made to prospective students. However, the advent of Covid-19 in March 2020 had a major impact on student recruitment. The first objective was to ensure that the students who were already with us completed their programme successfully and that our own students who were studying abroad were returned safely and also were in a position to continue their studies. Despite the negative impact of Covid-19, LYIT managed to retain a significant number of international students for the academic year 2020/21 and the work of the International Office in dealing with specific issues arising has been extremely supportive of this group of students.</p>			<p><b>Colour rating for this Strategic Priority: Amber</b></p> 
<p><b>Strategic Priority 2.2</b></p> <p>Enterprise Engagement</p>	<b>Key Performance Indicators</b>	<b>Pre-compact Baseline 2018</b>	<b>Overall Target 2018-2021</b>	<b>August 2021 KPI Value</b> <i>Max. 210-character limit (30 words approx.)</i>
	# EI Innovation Partnerships	13 completed (to 2018, cumulative)	No target set	2 In the period September 2020-August 2021
	# Innovation Vouchers	150 completed (to 2018 cumulative)	No target set	20 In the period September 2020-August 2021

	Inter-trade Ireland Fusion Programme	40 completed (to 2018 cumulative)	No target set	Fusion 5 Co-Innovate 12 In the period September 2020-August 2021
	# and value (€) EI commercialisation grants	6 completed (to 2018 cumulative)	No target set	2 In the period September 2020-August 2021
	Activity levels at Tech North West Skillnet	Learning network, 120 companies (2019). Network secured cumulatively 2.3m funding, 60% from the companies, 3,500 individuals trained to date.	No target set	120 Employers involved across Donegal, Sligo and Leitrim. 600 employees/unemployed persons trained
	Activity levels at CoLab	CoLab is an Incubation, Research and Enterprise Centre on the LYIT main campus, with 4500m2 of accommodation to support entrepreneurs at every stage of business development.	No target set	65 businesses in CoLab June 2021 employing 200 graduate level knowledge workers
	Engagements via WiSAR (Wireless Sensor Applied Research) Technology Gateway	Technology Gateway in partnership with Enterprise Ireland. Expertise in wireless, embedded systems, power electronic solutions for the Internet of Things supplemented with strong software capability.	No target set	60 Engagements with Industry 2020/21

	New Frontiers Programme outcomes	This entrepreneurship initiative is run collaboratively with IT Sligo and is funded by EI (250k per annum)	No target set	30 Phase 1 Participants 13 Phase 2 Participants 8 Phase 3 Participants
	# Collaborative research agreements with industry	1 (2017)	No target set	5 (2021)
	# Contract service agreements with industry	22 (2017)	No target set	20 (2021)
	# Consultancy agreements with industry	3 (2017)	No target set	3 (2021)
	# inventions/disclosures in year	0 (2017)	No target set	0 (2021)
	# Licenses/Options/Assignments	1 (2017)	No target set	0 (2021)
<p><b>SP 2.2 Commentary</b></p> <p><i>Max. 1,400-character limit (200 words approx.)</i></p>	<p>LYIT envisions its future working closely with regional enterprise in line with the model proposed for Technology and Innovation Poles detailed in Project 2040: Investing in Business, Enterprise and Innovation 2018-2027. Technology and Innovation Poles will see a further scaling of the capability of Technological Universities (TUs), in a planned, internationally ambitious way, that creates centres of excellence for both generating high-levels of entrepreneurship and spin-outs in the regions and also as key activators in supporting firm-level innovation, productivity, scaling and internationalisation.</p> <p>The Institute is also committed to the road map in Future Jobs Ireland to help shift our enterprise and jobs focus to ensure quality jobs that will be resilient into the future. The five pillars in Future Jobs Ireland are areas where ATU Donegal has an important role to play, that is in embracing innovation and technological change; improving SME productivity; enhancing skills and developing</p>			<p><b>Colour rating for this Strategic Priority: Amber</b></p> 

	<p>and attracting talent; increasing participation in the labour force; and transitioning to a low carbon economy.</p> <p>The Technology and Innovation Pole vision as a driver of technology development, advanced skills to a much greater focus on enterprise spin-out and firm level innovation, productivity, scaling and internationalisation is one which is embraced by ATU Donegal.</p>	
<p><b>KSO 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.</b></p>		
<p><b>KSO 3 Summary Statement</b></p> <p><i>Max. 4,200-character limit (550-600 words approx.)</i></p>	<p>The Institute’s Strategic Plan 2019-2023 identifies research as a specific objective domain. In order to pursue the objectives outlined in the Plan the Institute has pursued the following actions; these have been pursued over the time of the Compact.</p> <ul style="list-style-type: none"> <li>• Built capacity through the appointment of a Research Support Officer to support the Head of Research and Innovation in the delivery of the Institute’s Research priorities.</li> <li>• Worked with the Estates Manager in the delivery of the new William C. Campbell Research Suite at LYIT’s CoLab to accommodate 60 research students.</li> <li>• Progressed, developed and reviewed the necessary policies and procedures to support Research and Innovation including Intellectual Property, Conflicts of Interest and Research Ethics.</li> <li>• Undertook and supported activities that raised awareness about research opportunities together with potential funding sources.</li> <li>• Developed research capacity through the emerging Atlantic Technological University (ATU)</li> <li>• Utilised the funding available for the Cross-border Cluster to support jointly supervised research between LYIT and UU working with innovative regional industry through the Smart Industry NoW Project.</li> <li>• Worked collaboratively with IT Sligo and GMIT in the CUA on the delivery of the CUA Research Symposium which has provided a central focus for the ATU.</li> <li>• Examined opportunities for new collaborative research projects that will take the place of the current Interreg VA Centres.</li> </ul>	

Strategic Priority 3.1  Research	Key Performance Indicators	Pre-compact Baseline 2018	Overall Target 2018-2021	August 2021 KPI Value <i>Max. 210-character limit (30 words approx.)</i>
	Research income	€1.9m (2017-18)	No target set	€2.97m
	# postgraduate research students	31 (with 17 ICT research students)	60 (With 28 ICT research students)	65
<b>SP 3.1 Commentary</b>  <i>Max. 1,400-character limit (200 words approx.)</i>	It is important to acknowledge the work of the research community at LYIT in achieving TU status. LYIT now has a level 10 offering available in our three faculties, €3 million in research income and will reach 100 post graduate research students in 2022. Our Research Strategy has been reviewed and will focus on three interconnected research priority areas going forward: Digital Transformation & Emerging Technologies; Lifesciences, Health & Wellbeing, and Design, Innovation, Creativity & Enterprise. Key to achieving this strategy will be building sustainable collaborations leading to impactful research and the development of the region. The ATU will create new opportunities and significant work as already been done as is evidenced through the Impact Assessment Case Study on the P RTPs which has been submitted in association with this review.			<b>Colour rating for this Strategic Priority: Green</b>  
<b>KSO 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</b>				
<b>KSO 4 Summary Statement</b>  <i>Max. 4,200-character limit (550-600 words approx.)</i>	It is evident in the HEA data published in 2020 on Spatial and Socio-Economic Profile of the Higher Education Population for 2018/19 that access initiatives at LYIT are contributing in a very positive way in addressing disadvantage and the needs of underrepresented groups. LYIT's success in reflecting the diversity of the region we serve is evident in the HEA socio-economic profile data. The data relates to Deprivation Index Scores (DIS) that measure the relative affluence or disadvantage of a particular geographical area compiled from the census data. Across the higher education system, there was an average of 4.9 students from disadvantaged areas to every 10 students from affluent areas with LYIT a significant outlier where the finding was 79 students from disadvantaged areas to every 10 students from affluent areas.			

This analysis of Ireland's 25 higher education institutions includes a breakdown of the student population into four categories from "Disadvantaged" to "Affluent". LYIT had the highest percentage of "Disadvantaged" students at 25% and also the highest percentage in the "Marginally Below Average" category at 52%, the Institute also had the lowest percentages in both the "Marginally Above Average" category at 20% and "Affluent" at 3%. LYIT's mean deprivation index score was -5.2, with the average across higher education sector at 2.1 and where the next lowest higher education institute was MTU Kerry at -1.6. Based on Electoral Division (ED) level area income profiles, the overall average household income of students, based on their home ED, in higher education was €49,603, and again LYIT had the lowest figure at €35,766.

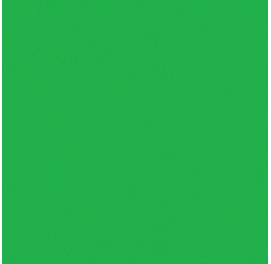
One important outcome from this study was that the student population of LYIT mapped perfectly onto the profile of the population within the County. This means that LYIT is creating opportunities for those living in the region to study in the region and to find employment locally. In another report published in 2017 by Dr Charles Larkin, Trinity College Dublin, the economic impact of each HEI in the country was examined. An output from this research was that Letterkenny IT had the highest economic impact of any HEI in the country with a multiplier of 4.25 being applied to every €1 spent by the college. This illustrates the extremely strong impact the Institute has arising from a student population of almost 5,000 students allied to a staff complement of almost 400. This was not the first time LYIT had addressed this issue with economic impact surveys carried out in 2003, 2007 and 2011 by Dr Matt Fannin from Louisiana State University. These reports supported the significant economic impact of LYIT in the local region. In fact, a comparable survey was completed for a local multi-national company and it was shown that LYIT had twice the economic impact of that organisation. These surveys support the contention that money spent on Higher Education is an investment rather than a cost to central Government and particularly in a disadvantaged area.

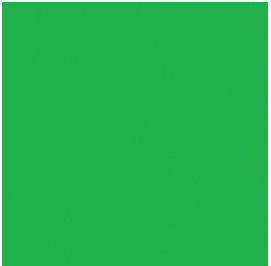
In addition to the economic impact it is evident that LYIT makes a huge contribution to the social development of the region with its staff located across the region with approximately 13% living in Northern Ireland. This has a direct impact back into the communities across the region.

The evidence to date notwithstanding the deprivation scores shows that LYIT has a major impact on the economic and social prosperity of the region and this is further supported by the HEA in the publication of their bi-annual Graduate Outcomes Survey 2018 which allows a comparison of graduate retention across all counties in the Republic of Ireland. In this context it can be seen that the retention of graduates within County Donegal is benefiting from the location of the LYIT within the county. In recent internal Graduate Destination Surveys on average 5% of LYIT graduates find work in Northern Ireland. This is likely to increase as the Atlantic Technological University emerges.

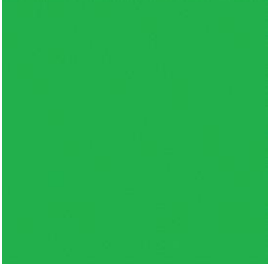
Strategic Priority 4.1	Key Performance Indicators	Pre-compact Baseline 2018	Overall Target 2018-2021	August 2021 KPI Value <i>Max. 210-character limit (30 words approx.)</i>
Participation rates for underrepresented groups	Participation rate for Target Socio-Economic Group (SEG)	40% (2017-18)	40%	SEG is not collected in SRS returns anymore.
	Participation rate for 1 <sup>st</sup> time mature students	17% (2017-18)	16%	8.4% - this figure is below both the pre compact baseline and the targets set for 2021 but is an indicator of improved employment prospects for this cohort and their educational attainment.
	% New Entrants with a Disability	15% (2017-18)	15%	17.9% - this target has been achieved and great credit is due to the Disability Officer working in The Curve.
	# Direct entrants from FE Colleges	20	No target set	102 - this is a positive outcome and reflects ongoing relationships with FE providers on both sides of the border.
	# and % of all full-time students in receipt of SUSI grant	74% (national average for IoTs is 64%) 1863 (60%)	No target set	61% - This is one of the highest % within the Higher Education sector and reflects the demographic that LYIT serves.

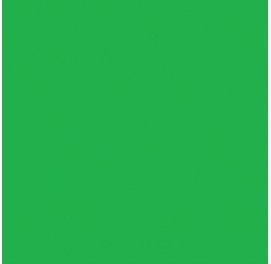



<p><b>SP 4.1 Commentary</b></p> <p><i>Max. 1,400-character limit (200 words approx.)</i></p>	<p>As set out in the summary statement LYIT is extremely proactive in addressing this agenda. The significant drop in the percentage of first time mature students is an indicator that this cohort is now participating in Higher Education earlier in their lives and achieving employment following graduation. While the Institute is proud of the number of mature students that attend the college it sees it as a success that this percentage is reducing.</p> <p>The supports put in place for students with disabilities have become more impactful over the period of the Compact and this has obviously attracted students from this cohort into the college. The work of the Institute's Disability Officer has been significant in profiling this activity across the Institute and working with external stakeholders to make LYIT a positive destination for those with disabilities.</p> <p>The Institute has a formal MoU with Donegal ETB and has a strong relationship with both Donegal ETB and the North West Regional College (NWRC) in Derry through the Cross-border Tertiary Education Cluster. These relationships have had a direct impact on students joining LYIT from FE colleges and particularly from Northern Ireland.</p> <p>The percentage of students in receipt of SUSI grants reflects the demographics of the region we serve and illustrates the opportunities being provided to students to achieve their academic goals.</p>			<p><b>Colour rating for this Strategic Priority: Green</b></p> 
<p><b>Strategic Priority 4.2</b></p> <p>Student Success Strategy</p>	<p><b>Key Performance Indicators</b></p>	<p><b>Pre-compact Baseline 2018</b></p>	<p><b>Overall Target 2018-2021</b></p>	<p><b>August 2021 KPI Value</b></p> <p><i>Max. 210-character limit (30 words approx.)</i></p> <p>A Student Success Strategy has been developed through the emerging Atlantic Technological University (ATU) and will be a significant part of the</p>
<p>Status of Student Success Framework</p>	<p>No comprehensive Student Success Strategy in place.</p>	<p>No target set</p>		


				University's activities as it progresses.
	Non-progression rates	(2016/17 to 2017/18) Level 6: 22% Level 7: 24% Level 8: 13% All Levels: 20%	No target set	(2019/20 to 2020/21) Level 6: 9% Level 7: 16% Level 8: 8% All levels 12% These outcomes are ahead of the pre compact baseline and Institute targets.
<b>SP 4.2 Commentary</b>  <i>Max. 1,400-character limit (200 words approx.)</i>	Work done in preparation for the ATU in the development of the Student Success Strategy is likely to have a positive impact as the University emerges. From an LYIT perspective it is gratifying to see our non-progression rates reducing significantly across all programme levels. This reflects significant work across all faculties in terms of student engagement which is totally consistent with the LYIT Strategic Plan 2019-23. One caveat to be considered, is that these figures reflect the results during the pandemic and there may be other factors at play. As we move into the ATU we are dealing with a cohort of new entrants with leaving cert results based on predictive grades and they have little experience of examinations and this may have an impact on their performance in college.			<b>Colour rating for this Strategic Priority: Green</b>  
<b>KSO 5:</b>	<b>Demonstrates consistent improvement in the quality of the learning environment with a close eye to international best practice through a strong focus on quality &amp; academic excellence</b>			
<b>KSO 5 Summary Statement</b>	The period of this Compact coincided with the QQI Cinnte Institutional Review of LYIT in 2018. The focus of this review was on quality procedures and improvement across the Institute. The review proved very successful with a number of recommendations to be taken on board by the Institute. As a result the Office of the VP for Academic Affairs and Registrar took on additional resources namely; Senior Lecturer in Quality Assurance and a Quality Officer to support this activity. These additional resources allied to a very pro-			

<p><i>Max. 4,200-character limit (550-600 words approx.)</i></p>	<p>active Academic Council ensured a very positive focus on Quality Assurance which has been evaluated through the annual AIQR process with the QQI.</p> <p>The strengthening of the above office was only one part of a major restructuring across the Institute in preparation for the designation of the Atlantic Technological University (ATU) and to ensure that ATU Donegal contributed positively to the emerging University. The most significant part of this restructuring was the movement from four academic schools to three academic faculties which resulted in the rebalancing of student numbers and staff across the college and strengthened the overall position of the Institute. As outlined earlier our non-progression rates have improved significantly over the period of the Compact and this reflects a number of initiatives that have been developed to support incoming students particularly around induction and how this can be extended across the first full year in college.</p>			
<p><b>Strategic Priority 5.1</b></p> <p><b>Quality assurance</b></p>	<p><b>Key Performance Indicators</b></p>	<p><b>Pre-compact Baseline 2018</b></p>	<p><b>Overall Target 2018-2021</b></p>	<p><b>August 2021 KPI Value</b></p> <p><i>Max. 210-character limit (30 words approx.)</i></p>
<p>Implementation status of 17 recommendations of QQI International Review in 2018</p>	<p>N/a</p>	<p>Complete planned actions following the QQI Cyclical Review 2018 including annual Quality Improvement Plan(QIP).</p>	<p>We continue to monitor our progress using QIPs.</p>	
<p>Progress status of Restructuring in LYIT</p>	<p>Not started</p>	<p>Restructure LYIT to ensure necessary supports for Institute reporting, quality monitoring, decision-making bodies</p>	<p>We completed our restructuring in advance of our designation as ATU Donegal.</p>	
<p>Status of Guideline for Induction/First Year experience</p>	<p>N/a</p>	<p>Develop guideline for Induction/First Year experience that builds on existing LYIT initiatives.</p>	<p>A range of initiatives have been developed as part of the Faculty Review process.</p>	

<p><b>SP 5.1 Commentary</b></p> <p><i>Max. 1,400-character limit (200 words approx.)</i></p>	<p>As we approach the end of the Compact period the main focus of LYIT was to ensure that each of our faculties and all of our programmes had undergone a review process before entering the Atlantic Technological University (ATU). By the end of August 2021 this work was on schedule with panel visits planned for early 2022 to complete this activity. This is a serious undertaking by the Institute and it is being replicated in IT Sligo and GMIT to ensure that the ATU gets off to the best possible start and to ensure consistency across the University. The restructuring mentioned above has allowed this to happen in a streamlined manner and it is hoped that all activity will be completed before the ATU designation in April 2022.</p>			<p><b>Colour rating for this Strategic Priority: Green</b></p> 
<p><b>Strategic Priority 5.2</b></p> <p>Professional development of staff</p>	<p><b>Key Performance Indicators</b></p>	<p><b>Pre-compact Baseline 2018</b></p>	<p><b>Overall Target 2018-2021</b></p>	<p><b>August 2021 KPI Value</b></p> <p><i>Max. 210-character limit (30 words approx.)</i></p>
	<p># staff undertaking CPD programmes</p>	<p>No baseline</p>	<p>No specific target</p>	<p>49 Staff (2020/21)</p>
	<p>% of Higher Education Academic Staff teaching at level 8 or higher: with level 9 qualification with level 10 qualification</p>	<p>No baseline</p>	<p>TU metrics benchmark  90% with level 9 qualification 45% with level 10 qualification</p>	<p>LYIT achieved these metrics contributing to the ATU overall compliance and allowing the application to be made for TU designation.</p>
	<p>Level of investment in CPD for staff</p>	<p>€96,026 (2017)  Support provided to staff to cover costs of further study and timetable reductions for staff to pursue postgraduate study at level 10 on the NFQ.</p>		<p>€34,179 - this is well below the pre-compact baseline figure and this is mainly attributable to a reduction in activity due to Covid-19.</p>


<p><b>SP 5.2 Commentary</b></p> <p><i>Max. 1,400-character limit (200 words approx.)</i></p>	<p>Covid-19 had a particularly detrimental impact on staff undertaking professional development. In addition in the early stages of the compact significant numbers of staff were completing PhD programmes which contributed handsomely to the achievement of the TU metrics. As we emerge from Covid-19 and enter into the ATU there will be renewed emphasis on staff development right across the University. ATU Donegal has already undertaken a trial period with LinkedIn Learning with almost 400 staff registering for programmes. It will be important that any new staff development initiatives would be consistent with the strategy of ATU and continue to develop the strength of the emerging University.</p>			<p><b>Colour rating for this Strategic Priority: Green</b></p> 
<p><b>KSO 6: Demonstrates consistent improvement in governance, leadership and operational excellence.</b></p>				
<p><b>KSO 6 Summary Statement</b></p> <p><i>Max. 4,200-character limit (550-600 words approx.)</i></p>	<p>The LYIT Strategic Plan 2019-23 committed the Institute to actively pursue an equality, diversity and inclusion agenda with a specific focus on attaining the Athena Swan Bronze Award. This Award was successfully achieved in March 2021 and reflected a huge amount of work both across the Institute but also with external stakeholders and the Institute's Governing Body. In addition, the Institute applied for a Strategic Academic Leadership Initiative (SALI) post to the HEA. At the time of completing this report the outcome of this competition was not known. As we move into the emerging Atlantic TU, EDI will take on an even greater significance and the ATU Donegal will be well prepared to participate in this activity.</p> <p>The Strategic Plan also commits the Institution to activities around leadership, compliance and resource utilisation. This focus has allowed the Institute to move into a more favourable financial position over the period of the Compact and also to continue to ensure that the Institute is compliant regarding all reporting required of it to various national bodies including the HEA and the C&amp;AG. Significant efforts have been made to strengthen the human resources available to support this activity and this has resulted in positive outcomes for the Institute. The focus on the Technological University preparation has meant greater pressure on the Corporate Services functions within the Institutes to ensure convergence and consistency before the April 2022 designation day. This has put extreme pressure on the staff involved in the relevant areas as they continue to do their day job as well as the TU preparation.</p>			
<p><b>Strategic Priority 6.1</b></p>	<p><b>Key Performance Indicators</b></p>	<p><b>Pre-compact Baseline 2018</b></p>	<p><b>Overall Target 2018-2021</b></p>	<p><b>August 2021 KPI Value</b></p> <p><i>Max. 210-character limit (30 words approx.)</i></p>

Equality, Diversity and Inclusion	Achievement of Athena Swan Bronze institutional award	No Athena Swan Award.	Achieve Athena Swan Bronze institutional Award	Achieved March 2021.
	Compliance with HE Gender Equality Task Force Action Plan recommendations	Equality, Diversity and Inclusion adopted as one of five cross-cutting themes of the LYIT Strategic Plan.	No specific target – continue to work towards recommendations of Action Plan.	Work now continuing as part of ATU.
<b>SP 6.1 Commentary</b>  <i>Max. 1,400-character limit (200 words approx.)</i>	It is the stated objective of the incoming President of the ATU that equality, diversity and inclusion will be a significant theme in the development of the new University's strategy. Significant work has been done by LYIT and now ATU Donegal in progressing this agenda and working pro-actively with a sub-committee of Governing Body. ATU Donegal looks forward positively to contributing to this agenda right across the University.			<b>Colour rating for this Strategic Priority: Green</b>  
<b>Strategic Priority 6.2</b>  Compliance with government policy	<b>Key Performance Indicators</b>	<b>Pre-compact Baseline 2018</b>	<b>Overall Target 2018-2021</b>	<b>August 2021 KPI Value</b> <i>Max. 210-character limit (30 words approx.)</i>
	Annual Governance Statement submitted on time	N/a	Submit AGS on time	The Annual Governance Statement for the period 1 September 2019 to 31 August 2020 was approved by the Governing Body at its meeting of the 18th February 2021 and submitted to the HEA.

	Compliance with procurement rules	N/a	Full compliance	The Institute is working towards reducing its level of non-compliance in procurement. The majority of procurement is compliant with non-compliance at €27,209; a significant decrease on previous year.
	Compliance with deadlines for submission of annual financial statements to C&AG, and transparency in financial statements regarding Trusts and Foundations.	N/a	Submit financial statements on time	Financial Statements for the year ended 31 Aug 2021 were prepared for ARC on 10 Feb and were submitted to C&AG on 17 Feb 2022 following the first post-Christmas meeting of the Governing Body.
<p><b>SP 6.2 Commentary</b></p> <p><i>Max. 1,400-character limit (200 words approx.)</i></p>	<p>The Institute has continued to work diligently on this agenda. In addition to the work of the Corporate Services function the Institute's Audit and Risk Committee has been particularly proactive and has ensured that the Governing Body is updated on all issues particularly regarding internal audit reports and compliance with the Institute's Risk Register. A significant focus over the last 12 months has been for the Corporate Services functions to concentrate on the implications of TU designation and to ensure that everything is in place for April 2022.</p>			<p><b>Colour rating for this Strategic Priority:</b> Green</p> 

## Section D: Signature

**Note:** This section should be signed by the President or on behalf of the President.

<b>Name of signatory</b>	Paul Hannigan
<b>Title</b>	Head of College, Atlantic TU Donegal
<b>Signature</b>	
<b>Date</b>	14 April 2022