

Draft Mission-based Performance Compact

2018-2021

between

St Angela's College Sligo

and

The Higher Education Authority

Date: 20/12/2018



Context

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

The purpose of strategy and performance 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 Higher Education Institution 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 Higher Education Institution. It sets out how Higher Education Institution's mission and goals align with national goals for higher education.

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 Higher Education Institution 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

	Page
1. Establishment of the Compact	4
Provides for the establishment of the Compact and its term, and for the Higher Education Authority to inform Higher Education Institution of any actual or prospective changes to policy.	
2. Performance Funding Framework	5
Sets out the Performance Funding Framework within which the HEA will allocate performance funding to Higher Education Institution.	
3. Mission and Strategy Statement	6
Includes a statement of Higher Education Institution's mission and strategy. The Error! Reference source not found. also agrees to inform the Higher Education Authority of changes to its mission and profile.	
4. Development Plans and Objectives	8
Sets out Higher Education Institutions strategic intentions and objectives using standardised templates aligned to the published framework. These strategic intentions / objectives <i>must</i> align with the institution's own properly formulated strategic plan.	
5. Annual Compliance Statement	24
Where significant or urgent governance or compliance issues arise, an institution may be deemed not to have met the minimum requirements of strategy and performance dialogue.	
6. Agreement	25
Contains confirmation of the agreement between the HEA and Higher Education Institution, to be signed upon conclusion of the strategy and performance dialogue process.	
Appendices	26
Where necessary, this includes additional material supplied by Higher Education Institution, including details of how objectives might be objectively verified. This appendix will include a quantitative data sets developed by the HEA and HEIs over the coming months. Institutions will be required to validate and finalise these institutional baselines by September.	

1. Establishment of the Compact

The Higher Education Authority and Higher Education Institution agree that:

- This Compact consists of this document and the accompanying data report on the performance
- The term of this Compact is from September 2018 to September 2021 unless terminated earlier by agreement

Higher Education Institution 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 Higher Education Institution agree that if changes need to be made to the Compact because of such a review, the Higher Education Authority will notify Higher Education Institution of this in writing and will consult with Higher Education Institution accordingly.

2. Performance Funding Framework

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 by the HEA based on performance by reference to high level targets set out in the Framework. Targets must be agreed in strategy and performance 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 strategy and performance dialogue.

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

3 Mission and Strategy Statement

Higher Education Institution'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 Higher Education Institution acknowledge that Higher Education Institution's mission and strategy may evolve.

Higher Education Institution and the Higher Education Authority recognise that Higher Education Institution 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.

Changes to the mission and strategy statement

The Higher Education Authority acknowledges that Higher Education Institution may adjust its mission and strategy from time to time. Higher Education Institution agrees that the following will be the subject of strategy and performance 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.

St. Angela's College outlines its Mission and Strategy Statement in the current context of being an autonomous institution but whose ongoing strategy is the successful incorporation of the College into NUI, Galway in line with Government Policy at the earliest possible date. The timely conclusion of this incorporation and the legalisation of same through the completion of a full Business Transfer Agreement will impact on the lifespan of this Mission-based Performance Compact Document.

St Angela's College is committed to developing graduates and professionals who make a difference at individual, societal, community, and family level. Through the philosophy of reflective learning, the College aspires to the development of graduates and staff who are committed to excellence, innovation and the concept of lifelong learning. The College fosters and cultivates a holistic and inclusive approach to the student experience along with the professional development of staff.

The College is committed to lifelong learning and continued professional development (CPD), while also strengthening research and development in the core disciplines of Home Economics, Education, Nursing, Health Sciences, Disability Studies, Special Educational Needs (SEN) and cognate subject areas including Food Studies; Textiles, Fashion and Design; Religious Education; Theology, Chaplaincy and Pastoral Care; Gaeilge; Biology; Economics, Business and Entrepreneurship; Mental Health; Health & Wellness Coaching; Health Promotion; Leadership and Management.

The College aims to maximise outreach to the community and to engage in strategic collaborations, in particular in the North West, in the Western region and on a cross-border basis.

St Angela's key priority strategy is to successfully complete the incorporation process with NUI Galway in a timely manner whereby the College becomes a fully integrated unit of NUI Galway and thereby supports the University in its Mission and Vision and delivery of its strategic plan, Vision 2020.

St Angela's aims to be responsive to local, regional, national and international needs and through its impending merger with NUI Galway, St Angela's is committed to continue to develop as a centre of excellence in Higher Education in the North West Region as an integral part of the University.

St Angela's is developing a footprint on the international stage, in particular in the recruitment of international students, and the College aims to expand this remit in a strategic way that complements and enhances the internationalisation agenda at NUI Galway.

As part of the incorporation process, NUI Galway has committed to protecting and enhancing the ethos and holistic learning environment epitomised by the Ursuline legacy and tradition of the past 66 years and this will remain a key tenet of the mission of our campus into the future.

Post-incorporation, St. Angela's will be part of a multi-campus University working jointly to meet the needs of the region and to widen access and participation in Higher Education across the West and North West Region.

4. Development Plans and Key System Objectives

Section summary

Institutions are required to set out a description of their proposed approach to deliver on each of the six key system objectives, with reference to the national targets as set out in the Framework.

- Institutions should detail a maximum of two institutional strategic priorities under each of the six framework headings.
- Each strategic priority should be accompanied by a description of the strategic initiatives, currently being implemented, or to be implemented over the three-year timespan of the compact (academic years 2018–2021).
- These strategic initiatives should be described with reference to the high-level targets as set out in the framework.

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

4.1 Key System Objective 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.

High Level Targets:

1. Increase to 10% the number of those aged 25-64 engaged in lifelong learning by 2020 and to 15% by 2025 National Skills Strategy Target; current base line is 6.7%;
2. Increase the numbers of HE entrants studying on a flexible basis by 25% by 2021 (baseline 2016/17 20% or 45,018 of total enrolments are flexible learners);
3. Increase tertiary attainment among 30-34 years olds to 60% by 2020 (52.9% 2016);
4. All students will have the opportunity to undertake a work placement or work-based project as part of their course by 2025 (baseline to be established and tracked);
5. Introduce Employability Statements for all disciplines in all HEIs by 2020 (baseline to be established and tracked);
6. Increase number of available Springboard places by 30% by 2021 in both universities and institutes of technology;
7. Double target to 9,000 annual new apprenticeship registrations by 2020 (over 4,500 in 2017) with 78 separate apprenticeships in place;
8. Increase the proportion of the higher education cohort studying a foreign language, in any capacity, as part of their course to 20% by 2026 (new baseline to be established and tracked);
9. Achievement of the targets in the new ICT Action Plan.

Strategy summary

St. Angela's College has a strong tradition of providing lifelong learning opportunities in the North West Region and beyond through flexible and innovative modes of delivery, both on and off campus, through blended and online learning and through outreach and community engagement. We will continue to identify new areas for development that meet the needs of public, social and private enterprise locally, regionally and nationally.

St Angela's College Strategic Priority 1.1

As reflected in the institution's mission statement, St. Angela's College provides "undergraduate and postgraduate programmes for a range of professional roles in education and healthcare. The College provides specialised undergraduate programmes in the areas of humanities and the social sciences. We seek to serve the needs of the regional, national and international community through education, applied research and consultancy".

For various political, economic, legal, demographic and social factors, the context of health care and education delivery in Ireland is undergoing a paradigm shift. Health care and teaching professionals are morally, legally and professionally bound to be equipped to respond to such changes. In response to this College programmes are underpinned by innovative collaborative partnerships in support of the various national strategies in education, SEN, health, access to education, lifelong learning and employment.

Sub-Level Strategic Initiatives for Strategic Priority 1.1

- By the end of the 2019 Academic Year, establish baseline of the number of students aged 25-64 engaged in lifelong learning on the St. Angela's Campus.
- By the end of 2019, review mature entry routes and aim to increase the number of mature entrants to undergraduate / postgraduate programmes by 2% in 2019.
- Following incorporation with NUI Galway, St Angela's College will actively collaborate with the University in the rolling out of Employability Awards to 200 undergraduate students by 2020/21, and to 300 students by 2020/2021, across both campuses.
- Actively target and increase the number of students from under-represented groups (by 1% in 2019, 2% in 2020, 2% in 2021, Total 5% during lifetime of Compact) enrolling in the College to include, but not limited to, emerging groups in society including refugees and asylum seekers.

St Angela's College Strategic Priority 1.2

St Angela's College, Sligo aims to be a key partner in navigating professionals through their personal and professional development and is committed to expanding the range of part time professional programmes through the medium of blended learning thus increasing the potential of busy health care and educational professionals to engage in programmes that are offered in a flexible manner.

The academic vision of the College is for the holistic development of professionals who will make a significant difference at individual, group/family, organisation/institution and societal level.

All of the professional programmes offered by the College have a work / practice placement element embedded within their curricula reflecting the emphasis that the institution places on linking theory to practice and practice to theory.

Sub-Level Strategic Initiatives for Strategic Priority 1.2

- Deliver a Professional Diploma in Home Economics to out-of-field teachers through blended and flexible modes of learning in Academic Year 2018-2019.
- The College will work in association with NUI Galway to:
 - Develop a personal portfolio tool for students to record their achievements leading to the award of digital badges by 2019-2020.
 - Develop greater opportunities for part-time, flexible and blended learning across both campuses.

- Meet the continuing professional needs of employees in our region and beyond through the delivery of innovative programmes of learning and active engagement with communities e.g. Medical Stitching Technology Programme in association with the IDA.
- Expand the suite of standalone modules, including CPD modules and professional development awards, to meet the needs of workers, regionally and nationally. (by 1% in 2019, and following incorporation with NUI Galway increase number of CPD applications processed by 7% in 2019 and 10% in 2020, across both campuses.
- Development of a partnership of models for co-delivery of accredited programmes in association with professional, community and government e.g. PGSEN; PG SEN (ASD); Cert/Diploma in Leadership and Management in Faith Contexts; Deaconate; NMBI Competency Project; Postgrad Dip. Community Mental Health; CPD Modules Professional/Nursing Studies; Mediators Institute of Ireland's Recognised Programme.

4.2 Key System Objective 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.

High Level Targets:

1. Increase the output value of internationalisation to €1.15bn per annum by 2020 (International Education Strategy baseline €819m in 2014/15);
2. International students to represent 15% of full-time students by 2020. (In 2016/17, 11.6% of all fulltime students in HEA-funded higher education institutions were international students);
3. Progress towards Bologna target of at least 20% of those who graduate in 2020 to undertake a study or training period abroad;
4. Number of innovation vouchers project agreements with industry to increase by 12% by 2020 (487 in 2016);
5. Increase the number of commercially relevant technologies (licences, options, assignments) by 20% by 2020 (163 in 2017);
6. Increase number of spin-outs established during the year by 40% by 2020 (Innovation 2020 target, 29 in 2014);
7. Improve Employer satisfaction rates with HEI collaboration with enterprise by 25% as tracked in National Employer Survey (companies < 50 employees – 55% rated collaboration as good/very good; companies with 51 – 250 employees – 60% and companies > 251+ employees – 75%);
8. Participation in Erasmus+ in Higher Education and other Study and Work Placements Abroad to reach 4,400 by 2022 (3,135 in 2016) in accordance with international strategy.

Strategy summary

Internationalisation is a key area for growth and development on the St. Angela's Campus. Building on our initial success to date, the College is committed to work with NUI, Galway to expand and increase international student enrolment and to specifically adapt curricula that facilitate the integration of international students in a seamless way on to its programmes.

St Angela's College Strategic Priority 2.2

The uniqueness of the St Angela's campus has proved very attractive to the international market. The College has achieved considerable success in internationalisation over the last number of years. The institutions unique location, size, ethos and proximity to a wide range of rich cultural, artistic and historical experiences continues to contribute to the institutions success in this area.

St. Angela's liaises with NUI Galway's International Office and utilises its international links/partners to further develop collaborative partnerships in teaching, learning and research in key academic areas.

St Angela's College has also established a distinguished international reputation in the Home Economics discipline, and the College is committed to participation in and expansion of initiatives related to Home Economics on an international platform, such as involvement with the International Federation for Home Economics and Partnership for Education in Responsible Living (PERL). Enhanced ICT infrastructures and the provision of flexible online programmes will enable the College to reach a wider audience for niche / specialised programmes of study.

Sub-Level Strategic Initiatives for Strategic Priority 2.2

- Develop an International Strategy for the St. Angela's Campus with NUI, Galway by 2020.
- Work with NUI Galway in meeting its high-level objective to "ensure that NUI, Galway is a university of choice, relevance and renown, in the eyes of the world.
- Re-orientate existing level 9 programmes to allow international students join existing full-time and part-time Postgraduate programmes, by 2020. Rolling out of MSc International Health Care Management in September 2019.
- Increasing the number of International Students on the M.Ed. Home Economics online programme, by 10% in 2019, 2020, and 2021
- Promote online standalone modules and accredited post graduate programmes through European and International Network
- Following incorporation with NUI Galway, contribute to the enrolment of an additional 20%, Full time Non-EU students by end of AY2020/21 across both campuses

St Angela's College Strategic Priority 2.4

It is crucial that students, even in professional programmes, participate in enterprise-related initiatives. These initiatives expand the learning experience, contributing to the development of life and employment skills of students. By generating the interest in research and enterprise, the College aims to provide students and staff members with initiatives and incubation space to expand these ideas, giving traditional subjects a new, dynamic dimension, e.g. food product development, craft and design, medical stitching, business management etc.

The St Angela's Food Technology Centre is a great example of a successful incubation and enterprise initiative. The Centre is a recognised innovation centre with an established reputation working with agri-food SMEs across the island. It aims to expand its research capacity with Home Economics and other key NUI Galway centres to increase the footprint of this key enterprise growth area across the region and beyond

Sub-Level Strategic Initiatives for Strategic Priority 2.4

- i. In co-operation with NUI Galway, the Food Technology Centre will sustain and increase (30-35 per annum) by 1% in 2019, 1% in 2020, 1% in 2021, Total 3% during lifetime of Compact) the number of innovation vouchers project agreements with industry. The Innovation Vouchers initiative was developed by Enterprise Ireland to build links between Ireland's public knowledge providers (i.e. higher education institutes, public research bodies) and small businesses. Innovation Vouchers worth €5,000 are available to assist a company or companies to explore a business opportunity or problem with a registered knowledge provider.
- ii. Capitalise on the Centre's Sensory Science Capabilities via enhanced commercial and R&D projects.

4.3 Key System Objective 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.

High Level Targets:

1. Increase of 500 new postgraduate research enrolments in disciplines aligned to enterprise and other national needs by 2020. (baseline 2,235 in 2014/15);
2. Increase by 30% the number of funded postdoctoral positions in disciplines aligned to enterprise and other national needs by 2020. (Innovation 2020 target);
3. Double overall Higher Education research income derived from industry to €48m (Innovation 2020 target - €24m in 2014);
4. Increase research projects between enterprise and the public research system by 20% by 2020 (2014 Baseline is 878);
5. Secure HEI Horizon 2020 target of €550m in funding by 2020 (over €200m secured by end of 2016);
6. Increase applied research in the Institutes of technology.

Strategy summary

St. Angela's College is actively engaged in fostering a growing research culture and aims to strengthen this in association with NUI, Galway by exploring and identifying joint research themes and joint research teams as well as aligning with research policies and systems within the University. St. Angela's can build on previous success in securing some regional, national, cross-border and EU funding for research projects related to its core academic disciplines.

St Angela's College Strategic Priority 3.1

St Angela's has identified "distinct" priority research areas in Teacher Education, Special Educational Needs, Religious Education / Theology, Mental Health and specialised Nursing / Health and Disability fields that will contribute to and strengthen NUI Galway's research rankings.

Home Economics is a unique specialism that allows for specific research in cognate areas of Food Studies / Education, Nutrition and Diet, Family Resource Management, Textile Science and Craft Education. St Angela's aims to further strengthen its research capacity through engagement in research of national / international significance and generating papers for high impact publications in key these cognate areas.

Sub-Level Strategic Initiatives for Strategic Priority 3.1

- In association with NUI, Galway identify joint research themes aligned with academic expertise that is relevant to enterprise and other national needs.
- In association with NUI, Galway expand (baseline currently 1 student), the number of research enrolments in disciplines allied to Public Service, Education and Health registered on PhD programmes on the St Angela's Campus to 2 students in 2019, and 3 students in 2020, and 3 students in 2021.
- Identify how research conducted by students undertaking the B.App.Sc. in Nutrition, Food and Business Management can benefit and inform the Food industry.
- Identify how new Food Products that emerge from Product Development Projects on the B.App.Sc. in Nutrition, Food and Business Management Programme can be commercialised and be of benefit to the St Angela's College Food Technology Centre.
- Increase St Angela's staff access to appropriate Ph.D. supervision training (including 10 ECTS programme) by 20% in 2019, 20% in 2020 and 20% in 2021.
- Increase active participation in Graduate Research Committees (GRCs) for doctoral candidates at NUI Galway/St Angela's, by 20% in 2019, 20% in 2020 and 20% in 2021.

St Angela's College Strategic Priority 3.4

St Angela's College aligns its postgraduate provision with the research policies and systems within NUI Galway and plans to increase its regular intake to postgraduate programmes by research at Masters and Doctoral levels. As part of the system alignment, academic staff at the College continue to undertake mentoring and training at NUI Galway to ensure they can contribute to participating in the Graduate Research Committees in a supervisory capacity.

St Angela's Food Technology Centre is a recognised innovation centre with an established reputation for working with agri-food SMEs across the island. It aims to expand its research capacity with Home Economics and Food Science and with other key specialist NUI Galway Research centres to increase the footprint of this key enterprise growth area across at a regional, national and international level.

Similarly, the Centre for Special Educational Needs, Inclusion and Diversity (CSENID) and the Centre for Lifelong Learning provides a vehicle for initiation and delivery of research projects in conjunction with associated/cognate disciplines within the College and the University and other collaborative community partners.

Sub-Level Strategic Initiatives for Strategic Priority 3.4

- Plan changes to staffing structures to facilitate opportunities for full time postgraduate Research students, 2020.
- Undertake a review of workload allocation model with NUI Galway with a view to contributing to the University's objective of maximising the involvement of academic staff in research and focus on recruiting, retaining and incentivising excellent academic staff who have a proven research track record, by 2020.
- Identify areas for joint research projects with agencies such as the Food Technology Centre, SafeFood, Healthy Ireland, Erasmus+, HSE West, CHO1 SÍolta, and other relevant bodies including cross-border agencies, 2019.

4.4 Key System Objective 4

Significantly improve the equality of opportunity through education and training and recruits a student body that reflects the diversity and social mix of Ireland's population.

High Level Targets:

1. All HEIs will have a Student Success Strategy in place by 2020 which will embed whole-of-HEI approaches to institutional access strategies;
2. Implement new data initiatives and indicators to support the development and implementation of evidenced based National Plans for Equity of Access by 2019;
3. Implement the strands of the Programme for Access to Third Level (PATH) Fund to support the implementation of the National Plan for Equity of Access 2015-2019;
4. Sustain the expansion from underrepresented groups with 2,000 additional enrolments from socioeconomically disadvantaged groups and 1,000 from Further education access programmes;
5. Increase in enrolments from DEIS schools by ensuring that every such school will be participating in a HEI led access programme;
6. Completion rates for students from disadvantaged cohorts will be specifically targeted for improvement.

Strategy summary

St. Angela's College is fully committed to growing the diversity of its student population through equal access, inclusion and widening participation. In partnership with NUI, Galway, we are committed to expanding opportunities for those groups under-represented in Higher Education and to providing the necessary supports at pre-entry and post-entry stages to support retention and success.

St Angela's College Strategic Priority 4.1

Widening participation is a key priority for St Angela's College. The College provides taster sessions for prospective students and a Schools outreach programme to encourage under represented group to pursue third level studies, reaching over 4,000 primary and post-primary students on an annual basis.

St Angela's College, Sligo, in partnership with NUI Galway, provides an Access Programme that aims to prepare students both academically and personally to enter degree courses in St Angela's College, NUI Galway and the Institute of Technologies in the region (e.g. Sligo, Letterkenny, GMIT). The size of the campus and the special attention to pastoral care for these students is recognised as a unique factor that makes the environment comfortable for a student's first experience at third level and contributes to the success of the programme and to the retention and progression of these students.

Sub-Level Strategic Initiatives for Strategic Priority 4.1

- Engage with NUI Galway's Student Success Strategy in place by AY 2020/21 to support and enhance student transition, progression and achievement of non-traditional students, 2020.
- Review existing services and supports for non-traditional groups and identify specific needs related to progression, retention and success, 2019.
- Adopt a whole college multidisciplinary approach to embedding institutional access strategies to support retention and student success, 2020. A number of strategies will be employed in this regard;
 - In association with;
 - the Student Engagement Officer, establish a "Mature students Society" by 2019
 - Academic Departments continue to explore means of reducing costs associated with the commencement of programmes and offer financial supports to disadvantaged groups in this regard.
 - the Access Office, offer additional entry pathways to individuals in direct provision (2 places in 2019, 2 places in 2020, 2 places in 2021, a total increase of 6 places during the lifetime of the compact)
 - In co-operation with NUI Galway;
 - identify Student Success champions for all Departments by 2020
 - recruit a further 5 students through additional entry pathways e.g. mature students, ethnic minorities, over the lifetime of the compact.

St Angela's College Strategic Priority 4.2

The College programmes attract a number of DARE / HEAR-eligible students, and the College offers special support to these groups. Additionally, the College offers a ranges of entry routes for mature students, FETAC applicants and more recently the PATH programme that aims to widen access to initial teacher education through a direct entry route from the Further Education Sector. The alignment of access entry via BTEC or equivalent cross-border qualifications is being explored to facilitate all-island entry to its programmes.

In addition, the College has designed a range of initiatives to enhance inclusion in education. One of the key initiatives is the Certificate in LifeSkills Studies programme. This is an inter-departmental initiative to targeting a group of adult learners with intellectual disabilities and provides participants with an academic programme tailored to their needs.

Sub-Level Strategic Initiatives for Strategic Priority 4.2

In association with NUI Galway:

- Utilise longitudinal data from the PATH (APT) project to design indicators to support the development and implementation of access routes into Initial Teacher Education in line with the National Plan for Equity of Access by 1% in 2019, 2% in 2020 and % in 2021, Total 5% during lifetime of Compact)
- Through data gathering by the Access Office, contribute to NUI Galway's targets to sustain the expansion from under-represented groups with enrolments from socioeconomically disadvantaged groups and from Further Education access programmes, with specific emphasis on increasing the number of places available to applicants from the FE sector by 1% in 2019 and following incorporation, assist NUI Galway to increase the number of places available to applicants from the FE sector by a further 45 (Total 145) by 2020 and 45 (Total 90) by 2021, across both campuses
- Progress data gathering within partnerships with other HEIs, ETBs and community providers in the West/North West Cluster to develop an additional entry pathway for students from under-represented groups in HE e.g. lone parents, ethnic minorities. Target date 2020

4.5 Key System Objective 5

Demonstrate 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.

High Level Targets:

1. Implement from 2018 Continuous Professional Development Framework for all academic staff in all HEIs;
2. All HEIs to engage in International benchmarking by 2020;
3. Improve problematic non-progression rates by 10% (overall baseline of 15% for 2014/15);
4. Improve non-progression rates in STEM disciplines by 10% (differing discipline baselines);
5. All HEIs to have in place policies for digital teaching and learning by 2019;
6. The HEA will develop guidelines to steer the process of total quality management, in line with best international practice.

Strategy summary

St. Angela's College is fully committed to the continuing professional development of its staff particularly in the areas of teaching and learning, assessment and research skills that contributes to the highest quality of research-informed teaching. This has been supported in recent times by NUI, Galway through funding received to support staff development from the FEP Scheme.

St Angela's College Strategic Priority 5.1

The College recognises the importance of academic and support staff in contributing to an inclusive and supportive learning environment. In this regard, the College offers staff opportunities, through NUI Galway's FEP scheme, for professional development, leadership support, management, and teaching and learning education. In conjunction with NUI Galway, further emphasis will be placed on the development of staff competencies in digital learning

St Angela's College prides itself in its quality of teaching and the standard of graduates leaving the institution. It is envisaged that St Angela's College will be considered as part of the annual Teaching Awards Scheme as organised by NUI Galway post incorporation.

Sub-Level Strategic Initiatives for Strategic Priority 5.1

In association with NUI Galway:

- Implement the Continuous Professional Development Framework for all academic staff from AY 2018/19 on the St. Angela's Campus, building on the existing suite of professional development training programmes for academic staff, with the development of an additional entry route for early career staff by the end of AY 2020/21.
- Following incorporation with NUI Galway, (2020) extend the recognition of and reward the scholarship of teaching and learning on the St. Angela's campus in line with University norms through the introduction of a new professorial promotion route for scholarship.
- Following incorporation with NUI Galway, assist NUI Galway to ensure that Employers, professionals, community partners are involved in at least 75% of programme and/or advisory boards by 2020/21, across both campuses.

St Angela's College Strategic Priority 5.5

St Angela's College has identified the need for support, education and resources to enhance the digital competencies of its staff. The opportunities and challenges associated with shared teaching following incorporating with NUI Galway is being explored and it is envisaged that ICT will play an major part in this regard. A number of staff are undertaking short course of study towards the attainment of digital badges and use Adobe Connect and other software in the deliver of online / blended learning programmes of study.

Sub-Level Strategic Initiatives for Strategic Priority 5.5

In association with NUI Galway;

- develop Digital Student Engagement Policy and processes for involving and engaging students as active partners, and in programme design and review, 2020
- in the lifespan of the Compact, develop and implement innovative digital strategies for teaching and learning in Initial Teacher Education, Nurse Education, Food and Nutrition, and other cognate and relevant academic disciplines, 2019-2021.
- and as part of the incorporation process, implement a strategy for the seamless transition from the Moodle to the Blackboard VLE platform during the lifespan of the Compact to support the highest quality learning environment for students.
- the college will:
 - develop policy for digital teaching and learning by 2019, to include best practice guidelines for programme design and implementation, guidelines on data protection and 'digital wellbeing' requirements; principles of course design and assessment for online/blended learning programmes; supports for student digital skills development and certification.
 - introduce an Annual Student Feedback policy with supporting technology and robust implementation that monitors and evaluates curriculum at modular level and creates a continuous improvement loop, in place with full compliance by AY 2020/21.

4.6 Key System Objective 6

Demonstrate consistent improvement in governance, leadership and operational excellence.

High Level Targets:

1. Implementation of the 2018 Higher Education Gender Equality Task Force Action Plan and the 2016 Expert Group recommendations;
2. HEIs to have attained an Athena SWAN bronze institutional award by 2019 (TUs within 3 years of establishment);
3. All HEIs to submit their annual Governance Statements to HEA on time;
4. 100% compliance by HEIs with public procurement rules;
5. Draft annual financial statements to be submitted by HEIs to C&AG within stipulated C&AG guidelines;
6. Full transparency in HEI financial statements about accounting for Trusts and Foundations;
7. 100% compliance by HEIs with public pay policy;
8. 100% compliance by HEIs with public sector numbers controls;
9. Implementation of recommendations from rolling governance reviews;
10. HEA will develop individual compacts with the HEIs which reflect the overall ambitions of the System Performance Framework and local/regional opportunities;
11. Institutional strategic compacts will be assessed by a panel of experts, including international participants, to assess their coherence and capacity for delivery.

Strategy summary

St Angela's Mission Statement has long emphasised our commitment to a just, participative, inclusive and non-discriminatory environment for staff and students. The College fully supports the aims of the Higher Education Gender Equality Task Force Action Plan and will work to implement recommendations from the 2016 Expert Group as they apply to St Angela's College and in partnership with NUI, Galway's activities in this area.

St. Angela's College is committed to ensuring an environment of good governance exists and will strive to meet all requirements as set out by external third parties taking into account the restricted resources that are available for this area. To this end we are fully committed to working closely with NUI, Galway, where possible availing of their expertise and ensuring a high level of consistency in the governance area across both institutions thus ultimately leading to a smooth transition following incorporation.

St. Angela's College is committed to ensuring that an environment of good corporate governance exists and is fully committed to working closely with NUI, Galway, where possible availing of their expertise so as to ensure a high level of consistency in the governance area across both institutions.

The College has consistently attained excellence in compliance outcomes and the efforts of the institution in maintenance of compliance standards have been acknowledged by the Comptroller and Auditor General through the annual audit process.

In line with the institutions Mission Statement, the College is committed to promoting "a just participative, inclusive and non-discriminatory community environment for staff and students".

In this regard, the College has initiated Disability Awareness Training, ASSIST and SafeTalk training for staff and students and was successful in attaining an orange flag for its mental health initiatives. Furthermore, the College is providing staff training in the areas of Equality, Diversity and Unconscious Bias, Child Protection, and GDPR.

Sub-Level Strategic Initiatives for Strategic Priority 6.1,6.3, 6.5

- In association with NUI, Galway the college will;
 - schedule and complete a comprehensive roll-out of Equality, Diversity and Unconscious Bias training to interview panellists by June 2019
- Following incorporation
 - support the sub-level strategic initiatives with regard to the Gender Equality Task Force Action Plan, in line with the commitments by NUIG, by 2020.
 - deliver Unconscious Bias and Equality, Diversity and Inclusion training to all executive teams and to a total of 300 additional staff (total 700 trained over 2 years) across both campuses
- by 2020, consult with existing and past male students of the College to identify strategies to increase in the balance of male students undertaking full time Undergraduate programmes across the Campus.
- As a company, St. Angela's College Sligo, Company Limited by Guarantee, must file the December year-end Audited Financial Statements with the Companies Registration Office by the 28th of September each year. In order to ensure this deadline is met, see table below for the agreed timelines.
- The Annual Governance Statements must be submitted to the HEA within 6 months of the year-end.
- The table below sets out the key milestones and dates to ensure that the Financial Statements for the accounting year-end 31st December are ready for filing with the CRO by the 28th of September of the following year:

Date	Milestones
January/February	<ul style="list-style-type: none"> • Receipt of C&AG letter of engagement. • Audit Planning to include consultation between College and C&AG. • Provisional Audit Fieldwork date is agreed
March	<ul style="list-style-type: none"> • Preparation of December Management Accounts
April/May	<ul style="list-style-type: none"> • Draft Financial Statements are prepared and submitted to the C&AG
June	<ul style="list-style-type: none"> • Annual Governance Statement is approved by the Board and submitted to the HEA
June/July	<ul style="list-style-type: none"> • C&AG fieldwork • All C&AG queries to be logged, distributed and responses collated and returned to C&AG asap • Finance Manager to liaise closely with C&AG and ensure that all audit matters are closed off in a timely manner
August/September	<ul style="list-style-type: none"> • Final Audit queries closed off with C&AG
September	<ul style="list-style-type: none"> • C&AG clearance • Financial Statements Approved by Board and signed by President and Chairman and returned to C&AG • C&AG Audit Certificate issued • Financial Statements filed with Companies Registration Office
October	<ul style="list-style-type: none"> • Management Letter issued • C&AG Audit Report and Management letter reviewed by Audit Committee

- The key external dependency in achieving these deadlines is the availability of the C&AG personnel to complete the fieldwork, to provide an audit opinion, and issue an audit certificate as per the schedule agreed above

Risks

The institution's main short-term strategic priority is to fully incorporate with NUI Galway.

Further delays to the Incorporation process with NUI Galway and / or the Incorporation not progressing will have a major impact on the long-term sustainability of the institution as an independent entity.

These risks are monitored on a continuous basis by College Management and St Angela's College Ltd, Sligo, Board of Directors.

6. Annual Compliance Statement

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.

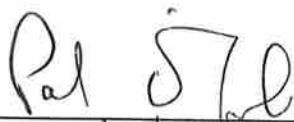
Where significant or urgent governance or compliance issues arise, such as unacceptable financial deficit, weakness in financial plans or major omissions or delays in returns, an institution may be deemed not to have met the minimum requirements of strategy and performance dialogue.

7. Agreement

To be completed following the conclusion of the strategy and performance dialogue process.

The HEA and Higher Education Institution 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 the place of Higher Education Institution within the system.

Signed: _____



Date: _____

14/2/2019

Chief Executive, Higher Education Authority

Signed: _____



Date: _____

8/2/19

President, Higher Education Institution

Signed: _____



Date: _____

8th February 2019.

Chair, Governing Body, Higher Education Institution

Appendices

We (Higher Education Institution) include the following appendices with our performance compact.

List the appendices here:

<input type="checkbox"/>	Appendix 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
<input type="checkbox"/>	Appendix 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
<input type="checkbox"/>	Appendix 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
<input type="checkbox"/>	Appendix 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
<input type="checkbox"/>	Appendix 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
<input type="checkbox"/>	Appendix 6: Demonstrates consistent improvement in governance, leadership and operational excellence
<input type="checkbox"/>	Appendix 7: Institutional quantitative data return (September 2018)