

## 1. REGIONAL CLUSTERS

Institute objective	Performance indicator	Baseline	Interim target, end 2015	Progress against 2015 target, commentary and data source	Final target, end 2016	Summary
<b>Create a formal regional cluster between the named institutions</b>	Agree and implement a framework for cluster operation and commence implementation of agreed collaborative projects	Many inter-institutional relationships exist but no formalised cluster structure is in place	Complete a progress review in terms of delivery of the work plan and implementation of agreed projects	<p>This project is operating extremely well, with three core pillars around (a) Internationalisation, (b) research, and (c) use of digital technology.</p> <p>The cluster has continued to develop relationships and ways of working (both formal and informal) and consideration of the cluster and the member institutions increasingly forms a part of planning and decision making within individual institutions and across the cluster. This "cluster-driven" thinking is informing a range of activities, many of which are outside and beyond the agreed targets.</p> <p>For example, the IT Tralee-led project "Digital Supports for Transitioning International Students into the Irish Higher Education sector" which was funded in 2014 under the National Forum for Teaching and Learning was the first</p>	Evaluate the effectiveness of the governance framework in place for the cluster and explore further collaborative opportunities.	

				<p>cluster-based project to be funded.</p> <p>For example, WIT has signed a formal MOU with Tyndall (UCC) and Teagasc in the area of Smart Agriculture, enabled by the cluster. As a consequence, an SFI cluster proposal in the area has been submitted. WIT has also collaborated with UCC in a number of other projects, including the HRS4R initiative, and an Economy and Society Summer Programme in the Humanities and Social Sciences. Also an Internet of Things project between WIT, CIT and UCC Tyndall has been developed, articulated through the CONNECT SFI centre. The Technology Transfer Office and the New Frontiers have been extended in collaboration with ITC.</p> <p>The cluster work plan covers four key areas as follows:</p> <ol style="list-style-type: none"> <li>1. Shared academic planning</li> <li>2. Improved student pathways</li> <li>3. Developing excellent</li> </ol>	
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				<p>and relevant research across the cluster</p> <p>4. Enabling enhanced Technology Transfer, Entrepreneurship and Innovation at cluster level</p> <p>Details of the initiatives in each of these key areas is provided in the following sections.</p> <p>In addition to the ongoing programme of work we continue to review the structure and working of the cluster. In this context we have initiated the process of appointing an independent Chair of the Cluster Steering Group.</p>		
<p><b>Improve student pathways</b></p>	<p>Produce a mapping profile which outlines learner opportunities and pathways for all disciplines and levels across the cluster region which will assist in future academic planning and delivery</p>	<p>Many inter-institutional pathways exist but no complete mapping profile is available</p>	<p>Develop uniform access/progression scheme for cluster</p>	<p>There are access/progression arrangements in place at each of the member institutions and these have been reviewed by cluster members to share experience and learning and to move towards a common approach.</p> <p>The development of a single uniform access/ progression</p>	<p>Review pathways profile based on new academic developments</p>	

				<p>scheme is problematic due to the large geographical area and the number of autonomous HEIs in the cluster. The approach of developing focused local progression schemes with shared learning across the cluster is a more pragmatic target.</p>	
<p><b>Shared academic planning</b></p>	<p>Develop cluster-wide shared academic planning structure focused on the delivery of national priority objectives such as the Transitions Initiative and Horizon 2020 and other objectives focused on improving the economic, social and cultural profile of the cluster region.</p>	<p>No cluster-wide academic planning structure exists. However there is an understanding that:</p> <ul style="list-style-type: none"> <li>• Individual institutions will continue to provide a broad base of undergraduate course opportunities up to level 8 to satisfy needs of individual hinterlands given the geographical scale of region</li> <li>• External stakeholders such as regulatory and professional bodies will influence the planning and delivery process</li> </ul>	<p>Implementation of joint academic developments which are informed by the baseline mapping process across the cluster and targeted at delivering on regional economic and social needs</p> <p>Implementation of joint academic developments which are informed by the baseline mapping process across the cluster and targeted at delivering on regional economic and social needs</p>	<p>The current focus of the cluster is on the development of a shared set of modules at graduate level to support graduate school structures. It has been agreed across the cluster that students can move within the cluster to take modules of interest. This will form the template for proceeding to wider shared academic planning initiatives.</p> <p>The following items provide evidence of implementation of joint academic developments which complete or are informed by the baseline mapping process across the cluster, and all are targeted at delivering on regional economic and social</p>	<p>Review operation of academic planning process with a view to identifying new areas for collaboration in the next round of institutional compacts</p>

		<ul style="list-style-type: none"> <li>The number of CAO entry paths is expected to reduce with the collective implementation of the transitions initiative</li> <li>Agreement that there are benefits to shared academic planning in specialist areas, most notably at Level 9 and above</li> <li>Acceptance this will lead to the creation of strong thematic areas in individual and cooperating institutes in the cluster.</li> </ul> <p>This activity is particularly relevant to the delivery of Horizon 2020, Government objectives, targets for R&amp;D activity and enterprise and industry development. It is also relevant to the delivery of industry and employer needs, hence engagement with employers in the region is significant to academic planning agenda.</p>		<p>needs:</p> <p><b>Regional Skills Fora (South West and South East regions):</b></p> <ul style="list-style-type: none"> <li>Skills Fora up and running in both regions with managers appointed</li> <li>Mappings will be completed for each of the two regions for disciplines identified in partnership with industry and employer bodies, using relevant data from SOLAS, utilising data from the profile created from the SLMRU at the following link <a 105="" 150="" 185"="" 835="" href="http://www.regionalskills.ie/Regions/SouthEast/and drawing on the full range of programme provision across higher and further education in each of the two regions.&lt;/a&gt;&lt;/li&gt; &lt;li&gt;The identification of the disciplines, development of the mapping, and planning for appropriate responses have been conducted jointly by the academic institutions across the cluster.&lt;/li&gt; &lt;li&gt;Early decision taken at cluster level to develop mechanisms for ensuring flow of information across the two regions, resulting in the embedding of&lt;/li&gt; &lt;/ul&gt; &lt;/td&gt; &lt;td data-bbox="></a></li></ul>
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			<p>personnel from each region across both Skills Fora.</p> <p>e. This activity contributes significantly to the achievement of the objective to enhance cooperation across the institutions in support of regional economic, social and cultural development.</p> <p>f. This activity also provides a blueprint for effective operation across a large cluster which comprises more than one region.</p> <p><b>Research mapping</b></p> <p>a. This exercise is mostly completed.</p> <p>b. Development of more collaborative arrangements regarding SFI Centres (via spokes) and numerous collaborative projects: between Tyndall and CIT (Photonics, Nimbus), and WIT (TSSG); WIT, UCC and Teagasc have signed a MOU to collaborate on the development of a smart agriculture platform with industry. This has resulted in a submission for a SFI Centre in Precision Dairy. WIT (PMBRC) and UCC are also partners in the</p>	
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				<p><b>UL led SSPC2 SFI National Research Centre.</b>  <b>c. This activity contributes to the objective of building on existing successes in the area of collaborative research.</b></p> <p><b>Enhanced Technology Transfer, Entrepreneurship and Innovation at cluster level</b>  <b>a. WIT, ITC, NUIM and AIT collaborate through the Technology Transfer Strengthening Initiative(TTSI 2 (2013 – 2016). The consortium has made an application for the third round of TTSI 3 which was recently approved. WIT and ITC submitted a joint application to support the delivery of the South East New Frontiers Programme. This was recently approved by Enterprise Ireland for the period 2016-2021.</b>  <b>b. WIT and UCC (Tyndall) have developed a number of EI innovation projects to jointly exploit their Intellectual Property in to new products</b>  <b>c. These activities all contribute to the overall cluster objective of building on existing successes in the area of entrepreneurship</b></p>		
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				<p>and innovation.</p> <p>It is important to note that the institutions within this cluster have a strong track record of developing and delivering joint academic programmes and activities.</p> <p>There is evidence of significant collaborative activity among and across the cluster partners.</p> <p>The complexity of this cluster (i.e. large number of institutions and large geographical area) mean that focused (i.e. geographically and subset of cluster partners) initiatives with experience/ learning shared with all cluster partners is a more practical way to develop the activities of this cluster.</p>		
<p><b>Meet the criteria for technological university designation</b></p>	<p>Achievement of technological university criteria</p>	<p>Stage 1/MOU approved and Stage 2 commenced</p>	<p>2015 target</p> <p>Review against criteria</p>	<p>Enrolment in the applicant institution in research programmes at levels 9 and 10 will not be less than 4% of FTE enrolments at level 8 to 10<sup>1</sup>. In addition the applicant</p>	<p>2016 target</p> <p>If we use total numbers to calculate the %, the following results emerge as at March 2015 (SRS):</p>	

<sup>1</sup> This includes all: level 9 research (not taught) students plus all level 10 students (PhD & DBA) expressed as a percentage of: all full-time equivalent level 8, level 9 (taught & research) and level 10 students (PhD & DBA).



				<p>must evidence a development trajectory, showing the institute will raise these enrolments to 7% within a period of 10 years from the date of designation. Level 10 provision will be in a small number of fields and department which have the capacity and credibility to offer this level of study and training to the level set by the national PhD standard.</p>	<p>Total level 8 (FT &amp; PT): 4021  Total levels 9 &amp; 10 (FT &amp; PT): 665  Total levels 8 to 10 (FT &amp; PT): 4,686  Research Levels 9 &amp; 10 (FT &amp; PT): 176  % of level 9s &amp; 10s/level 8s to 10s: 3.8%</p>	
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## 2. PARTICIPATION, EQUAL ACCESS AND LIFELONG LEARNING

Institution objective	Performance indicator	Baseline	Interim target, end 2015	Progress against 2015 target, commentary and data source	Final target, end 2016	Summary
Continue to make available lifelong learning and flexible learning opportunities to the learner population	Number of part-time and flexible learners as % of total level 6 to 10	15% (1,248/8,008); March, 2014	Enrolment on revamped part-time portfolio commences	18.7% (1,545/8252) (Source: HEA SRS Audit as at 01/03/2016)  WIT has exceeded the target for recruitment of lifelong learners. The Institute has taken a more strategic approach to lifelong learning provision by collaborating with key partners in areas of institutional excellence, specifically with Teagasc, the Irish Prison Service, IMDA, Skillnets and others.	17% (1,350/8,155), 8% growth in part-time learners	
Continue to provide a series of coordinated supports to learners and potential learners to meet both their academic and personal development needs. In particular, build upon the existing Early Intervention Programmes (EIPs) to foster engagement with hard-to-reach groups	Reach and influence of EIPs	180 new entrants, 600 total participants, 32 families	new entrants = 294 total participants = 669 Total families direct impact = 45	Targets have been reached and increased. The expansion of the EIPs has resulted an additional 75 new entrants (Learning for Life programme) and 45 new entrants on the new Library programme. Total families direct impact = 65 (additional 20)	new entrants = 294 total participants = 669 Total families direct impact = 45	

### 3. EXCELLENT TEACHING AND LEARNING AND QUALITY OF THE STUDENT EXPERIENCE

Institution objective	Performance indicator	Baseline	Interim target, end 2015	Progress against 2016 target, commentary and data source	Final target, end 2016	Summary
To continue to develop the programme portfolio in areas that are relevant to sustainable economic, social and cultural development with a view to increasing the capacity of the higher education system in the region	Total students enrolled	7,943 (2011/12)	8,080	8,252 (Source: HEA SRS Audit as at 01/03/2016)  The Institute continues to build its programme portfolio in areas directly aligned to the strategic priorities of the region. These include programmes in the Agri-Food, Pharma, Advanced Manufacturing, Financial Services and Tourism & Hospitality priority areas as identified in the South East Region Action Plan for Jobs.  The Institute has recently launched new programmes linked to the Bio-Pharma industry, to the new developments in ICT (a degree in the Internet of Things) and an honour programme in Culinary Arts, directly in support of the Tourism/Hospitality industry in the region.  The Institute continues to serve industry partners by providing bespoke, industry-directed programmes, such as a Certificate in Dairy Science (developed for Glanbia)	8,155	

<p><b>Develop research programmes, in particular continue to develop doctoral (Level 10) and research masters (Level 9) offerings</b></p>	<p>% of learners on L9 and L10 (as per TU criteria)</p>	<p>3%, 137 FTE (2011/12)</p>	<p>Progress towards final target number</p>	<p>and a Certificate in Good Laboratory Practice (developed for Teagasc). The Institute has recently been awarded the contract to deliver the core training for the Irish Prison Service. The Institute has submitted a tender to deliver training also to the Early Childhood Care sector in the region, with the support of Waterford Chamber of Commerce. The Institute's MA in Arts and Heritage Management makes a positive contribution to the development of cultural infrastructure and capacity across the region.</p> <p>The Institute continues to offer Springboard and other upskilling and retraining programmes aligned to regional need.</p>	<p>4.1%, 195 FTE</p>	<p>4.1%, 195 FTE</p>
<p></p>	<p></p>	<p></p>	<p></p>	<p>4% (178FTE level 9/10 research students/ 4486 FTE level 8-10 students) (Source: HEA SRS Audit as at 01/03/2016)</p> <p>We continue to develop research programmes in areas of critical mass. There is a focus on the development of the graduate school to maintain and develop graduate skills across the breadth of disciplines.</p>	<p></p>	<p></p>

<p><b>Expand the flexibility of the programme portfolio through supporting broadening entry for first year cohort</b></p>	<p>Number of broad-based entry programmes (CAO listing)</p>	<p>43 level 8 programmes on CAO list (2013)</p>	<p>Continue to implement flexibility improvements</p>	<p>The number of level 8 programmes has now reduced to 41</p> <p>The School Review in Science involves a reduction in the number of level 8 programmes in Computing, where one entry point will lead to potentially 6 exit routes. Generic programmes are planned also in Engineering.</p> <p>The Institute continues to enhance the number of its links with Further Education colleges to allow for advanced standing preferential and advanced entry toon WIT programmes. In 2013 WIT had 2 progression agreements with Further Education Colleges but in 2016 WIT has 21 progression agreements with individual FE colleges, in addition to an agreement with one Education and Training Board to facilitate progression from all its FE centres.</p> <p>In 2015-16, the Institute offered 222 places for advanced entry progression options on its undergraduate programmes to external applicants of whom 199 accepted.</p>	<p>To achieve flexible broad denominated entry in at least two Schools</p>	
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#### 4. HIGH QUALITY, INTERNATIONALLY COMPETITIVE RESEARCH AND INNOVATION

Institution objective	Performance indicator	Baseline	Interim target, end 2015	Progress against 2016 target, commentary and data source	Final target, end 2016	Summary
Support and develop high quality research of national and international standing	Cumulative value of research contracts signed on research support unit (RSU) supported projects	€8.5m (2011/12)	Cumulative for 2013/14 and 2014/15 is €28m	<p>€45.5 million cumulative total for the past three years (2012/13 to 2014/15)</p> <p>The following values are actual values:</p> <p>2012/13 €17.5 million 2013/14 €13 million 2014/15 €15 million</p> <p>WIT met the interim target for 2013/14 and 2014/2015</p> <p>Estimate: 2015/16 €10 million</p> <p>Total estimated cumulative value 2012/13 to 2015/16: €55.5 million</p> <p>(Source: WIT RSU database)</p>	<p>Cumulative from 2012/13 to 2015/2016 target is €42m</p> <p>The accumulated funding over the 4 year period is 55.5MEuro. This is 25% above the target showing continued strong performance at national and EU level</p>	
Support and develop high quality research of national and international standing	Development and implementation of national and international collaborative research strategies	Collaborations have evolved in a 'bottom up' manner	Priority partnership and funding strategies identified at school level through the School review process to support the	WIT continues to develop its international research profile. The following represents a snapshot of some significant collaborative activity. Through engagement with its partners WIT has become the leading	Align 3 prioritised research areas with EU research centres/graduate schools. The Institute has developed a critical	

			<p>enhancement of research capacity and international positioning.</p>	<p>IOT in terms of the number of projects submitted (57) and in success terms (10.5%) under Horizon 2020 since the programme launch in 2014.</p> <p>WIT has also engaged significantly with the Fulbright Commission to build links with the US. WIT now hosts 5 Fulbright scholars and has welcomed 3 visiting Scholars this academic year.</p> <p>WIT has hosted numerous international events including</p> <ul style="list-style-type: none"> <li>• Arclabs hosted meetings and workshops including visitors from, Scandinavia, Brazil, France, America, the Netherlands and Africa.</li> <li>• 'Europe's Opportunity in Digital Agriculture' event hosted by the TSSG in Brussels</li> </ul> <p>Significant strategic partnership contracts concluded in 2015 such as €3.5m contract for TSSG as partners in the SFI National Research Centre, CONNECT. At the end of 2015 WIT partners in 2 national SFI centres – SSPC 2 and CONNECT; €320,000 contracts with the HSE and the School</p>	<p>mass of internationally accredited research in the areas of ICT, BioPharma and Advanced manufacturing in line with regional strategic regional priorities.</p>	
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Value and support research career development	Achievement of HRS4R logo and delivery of Action Plan	No overarching strategy for researcher career development	Ensure delivery of key 2 year milestones of Action Plan in areas of:	of Health Sciences.	WIT's performance on progress on HRS4R Action Plan to be evaluated by EU and HRS4R status to be maintained based on reaching key milestones.
			<ul style="list-style-type: none"> <li>Research ethics and integrity policy enhancement</li> <li>Recruitment Working</li> <li>Conditions and Social Security</li> <li>Career development support and training</li> </ul>	<p>Significant progress in relation to the agreed HRS4R action plan has taken place. The 2 Year Self-Assessment Process has been completed and will be submitted to the European Commission at the end June 2016.</p> <p><i>Key Actions in 2015-2016 included:</i></p> <ul style="list-style-type: none"> <li>A review of "institutional research ethics: Current structures and Supports" was completed.</li> <li>A tender document to carry out a review of best practice to support the development of a new Ethical Framework at WIT was designed.</li> <li>A new Good Research Practice Guide Working Group was established to oversee the development of WIT's Research Integrity Policy in line with "National Policy Statement on Ensuring Research Integrity in Ireland" (2014); WIT is a Member of National Forum on Research Integrity.</li> <li>Conducted a review of "Institutional Good Research Practice Guides" looking at</li> </ul>	<p>Progression on delivery of priority actions in accordance with the timelines of the interim review submitted to the EU in June 2016.</p> <p>Research Integrity Officer to be appointed</p> <p>Research ethics policy review to be undertaken</p> <p>Best practice research guide to be in draft format for consultation</p>



	Progress towards an internationally-	Current research	Agree and implement	<p>current best practice both nationally and internationally. Performed an in-house review of existing Institutional policies in WIT.</p> <ul style="list-style-type: none"> <li>Completed an SFI Scientific Non-Financial Research Risk Questionnaire.</li> <li>Internal review conducted to review current HR Research Supports including Recruitment, Selection, Contract Management and Training/ career development in line with the HRS4Rs 2 year self-assessment.</li> <li>Dedicated Research Training workshops delivered including Interview Training for Researchers on Research Interview Panels; Researcher Networking Series established; Researcher Staff Forum established <a href="#">WIT Research-staff-forum</a></li> <li>WIT has Institutional Membership of VITAE enabling all researchers in WIT access to VITAE online resources <a href="#">WIT Vitae</a></li> </ul>	<p>A more robust HR support framework to be put in place for researchers</p>	
<b>To develop a graduate school</b>	Progress towards an internationally-	Current research	Agree and implement	<p>Proposal for a Framework for delivery and QA of a WIT structured PhD in</p>	Roll-out of graduate school for all level 9	The objective has been

<p><b>framework with National and International Partners</b></p>	<p>benchmarked graduate school structure</p>	<p>structure but no graduate school structure</p>	<p>academic and QA arrangements</p>	<p>the context of a Graduate School structure prepared. Associated work on updating the WIT research postgraduate regulations is ongoing. On schedule to implement Graduate School structure during the 2016/17 academic year.</p> <p>Ongoing collaboration with the Southern Cluster (UCC, CIT, IT Tralee and IT Carlow) to facilitate sharing and credit recognition of generic skills modules for structured PhD students and to co-develop such modules.</p>	<p>and 10 research students</p>	<p>modified in light of developments during 2015/16 in the Southern Cluster.</p>
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## 5. ENHANCED ENGAGEMENT AND KNOWLEDGE EXCHANGE

Institution objective	Performance indicator	Baseline	Interim target, end 2015	Progress against 2015 target, commentary and data source	Final target, end 2016	Summary
Further strengthen links with industry and enterprise agencies as part of the continuing development of the knowledge region by moving towards a sectoral model of engagement with stakeholders	Develop a sectoral model of engagement with stakeholders	Engagement on an individual basis	Develop an institutional framework for enabling an integrated approach by WIT to its engagement with these industry sectors connecting all levels of activities / programmes within the Institute	<p>The Institute's 3 Technology Gateway Centres continue to act as critical conduits through which the Institute externally engages with priority industry sectors in the region – Pharma, Engineering /Med Devices and ICT.</p> <p>261 collaboration, contract services and consultancy services agreements were signed with industry in 2015.</p> <p>The President has established an external engagement working group following a plenary meeting with industry/commercial/cultural partners.</p>	Implement an integrated external engagement strategy with defined objectives, governance structures, systems and processes in place to manage engagement	
Prioritise the translation of research for societal and economic benefit	Commercialisation targets & research with defined impact statements  Level of formal research activity that incorporates defined statements on impact/translation	Fragmented approach to research translation	Progress towards commercialisation targets	<p>The following are the KTI figures for the period 2013 to 2016:</p> <p>2013:</p> <ul style="list-style-type: none"> <li>• 4 licenses</li> <li>• 1 spin-out</li> <li>• 20 disclosures</li> <li>• 8 patents</li> <li>• 6 research agreements (over €25k)</li> </ul> <p>2014:</p>	Commercialisation targets over 4 year period (2013-2016): 4 spin outs, 18 licences, 32 invention disclosures	

Enhance our	Regional engagement	Existing	Forum operating	WIT's performance in terms of its	Evaluation of
				<ul style="list-style-type: none"> <li>• 5 licenses</li> <li>• 1 spin-outs</li> <li>• 17 research agreements (over €25k) and 162 agreements (&lt;€25k)</li> <li>• 17 invention disclosures</li> <li>• 3 patents</li> </ul> <p>WIT has exceeded its commercialisation / innovation targets set for 2015 and received an 'A' rating in the review undertaken as part of the TTSI interim review. The following targets were reports for 2015 as part of TTSI 2:</p> <ul style="list-style-type: none"> <li>• 2 Spin out companies</li> <li>• 9 licence agreements</li> <li>• 3 patents filed</li> <li>• 9 Invention disclosures</li> <li>• 11 industry research agreements (&gt;€25k) and 123 research agreements &lt;€25k</li> </ul> <p>WIT will exceed its 2016 targets across all these measures.</p> <p>The impact/translation of the research can be measured by the commercialisation/innovation KPI.</p> <p>(Source: WIT RSU database)</p>	

<p><b>contribution to the economic, social and cultural development of the region through the expansion of partnerships and alliances across all our activities</b></p>	<p>forum</p>	<p>extensive engagement</p>	<p>Development of a more holistic external engagement strategy which will more systematically capture the extent, diversity and impact of WIT regional contribution</p>	<p>contribution to economic development has been acknowledged at a national level winning 2 out of 4 Knowledge Transfer Ireland Impact Awards in 2015.</p> <p>WIT staff have been involved in strategic regional fora such as:</p> <ul style="list-style-type: none"> <li>• 3 Sisters regional bid for the European Capital Culture 2020</li> <li>• Implementation Committee of the South East Action Plan for Jobs</li> <li>• South East Regional Skills Forum</li> </ul> <p>A cross institutional external Engagement Working Group was established to develop a more holistic strategy and processes to external engagement.</p> <p>WIT hosted an open evening for regional partners that will form the basis for future formal engagement.</p> <p>An Institute CRM system will assist with systematising engagement with external stakeholders.</p>	<p>Regional Engagement Forum</p>
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**6. ENHANCED INTERNATIONALISATION**

<p>Further develop the international environment to a critical mass of international students. Support the international learner to enable them manage the regulatory, financial and emotional challenges of living and studying in a new cultural environment</p>	<p>Number of full time incoming international students – domicile not Ireland and not on exchange programme, where domicile is defined as the student's country of permanent residency (3 years or more) prior to entry to the programme of study</p>	<p>114 full-time fee paying international students (2011/12)</p>	<p>200 Full time fee paying international students</p>	<p>307 Full time fee paying international students WIT has exceeded the original target considerably. The revised target anticipated continued success in the Brazilian market through the Science without Borders scheme, which has concluded unexpectedly. Notwithstanding, WIT is still on target to reach its revised target.  (Source: WIT International Office)</p>	<p>327 Full time fee paying international students (revised from 220 in original document)</p>
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<p><b>Grow the international research profile by diversifying the funding base further, particularly through the development of international strategic collaborations</b></p>	<p>Income generated through EU framework</p>	<p>€2.1m for 2011/12</p>	<p>Progress towards 2 year cumulative target €5.4m EU / International funding</p>	<p>The total value of EU funding from 2013 to 2015 (Calendar years) was €8,605,884 WIT has exceeded the target for 2016.</p>	<p>Cumulative 3 year target of EU/international research income of €8m</p>	
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## 7. INSTITUTIONAL CONSOLIDATION

Institution objective	Performance indicator	Baseline	Interim target, end 2015	Progress against 2015 target, commentary and data source	Final target, end 2016	Summary
Contribute to the development of the region through the creation of a multi-campus TU through the consolidation of WIT and ITC	Achievement of TU	Stage 1/MOU approved and Stage 2 commenced	To be reviewed in light of emerging landscape on receipt of Michael Kelly's Report	A process of reengagement between the two IOTs has been recommended by Michael Kelly and Jane Williams. The IOTS jointly were successful in a recent funding submission worth €1.45m which will assist <i>inter alia</i> in the production of the business plan required by stages 2 & 3 of the TU designation process	<ul style="list-style-type: none"> <li>Establishment of steering committee, to include external advisors;</li> <li>Development of agreed and validated data set to inform the ongoing process;</li> <li>Establishment of a stakeholder forum to facilitate engagement by stakeholders in the process from across the region.</li> </ul>	



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

Signed: Willie Donnelly Date: 28 Jan 2016

Professor Willie Donnelly, President

