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## **Foreword**

The academic year 2016/17 stands out as the year that IT Sligo agreed an ambitious strategic plan for the period 2017 to 2022.



Following extensive consultation with both internal and external stakeholders, the Institute has set the targets of 10,000 annual enrolments, 3,000 annual graduates and of achieving Technological University (TU) status by 2022, from a base, respectively, of 6,000, 1,500 and being a stand-alone Institute of Technology. The growth in enrolments and graduates will represent the most rapid increases since the founding of the Institute in 1970, and will bring IT Sligo into the top tier nationally of organisational size. Achieving TU status will be the next major step forward for the Institute in establishing itself as a leader among Irish higher education institutions. More fundamentally, the Institute now knows where it is going and how to get there.

The Institute started the 2016/17 academic year by inviting the Nobel laureate, Dr William Campbell, to open the new Aurivo Auditorium; and finished the year with the launch of the new Bachelor of Engineering in Data Centre Management which was developed by four of the world's top Tech companies – Google, MicroSoft, Ebay and Amazon.

2016/17 also saw the launch of the first pf the new apprenticeship programmes in Ireland. The new BA (Hons) in Insurance Practice came about through a strong collaboration between IT Sligo and the Irish insurance Institute, and was delivered to the first cohort of 67 apprentices working in the insurance sector with the support of HEA and SOLAS.

During 2016/17 we had winners of the National Skills awards in the trades Carpentry and Joinery and in Toolmaking. Both of these winners will go on to represent Ireland at the Worlds Skills event in Abu Dhabi in October 2017.

The end of the 2016/17 academic year saw the completion of the refurbishment of the Business and Social Sciences wing of the campus. This was a significant development and has brought this part of the learning environment up to the most modern standards.

The Institute signed the first agreement with a Chinese university, TUTE, which will see a class of Chinese students coming to the Institute in 2020.

In 2016/17, the Institute organised and hosted 4 International academic conferences and produced 175 publications in international peer-reviewed journals and academic books.

The visits by the new Minister for Higher Education, Mary Mitchel O'Connor and the Chief Executive of the Higher Education Authority, Dr Graham Love were notable during the year as the first visits to the Institute of two significant decision makers in the Irish higher education sector.

**Brendan McCormack PhD** 

President.

IT Sligo.

## Chairman's Message

The vision of the Governing Body of IT Sligo is to be a life-long education and innovation partner for learners.



To achieve this vision, and to support the long-term economic viability of the region, the Governing Body has determined that the Institute should work with other higher education institutions to achieve re-designation as a TU for the northwest of Ireland.

The Institute's new Strategic Plan 2017-2022 sets out ambitious objectives and performance targets. These include significantly increasing the number of student enrolments and annual graduates, providing the necessary talent to support regional economic growth.

In achieving these, IT Sligo will become even more effective in serving the educational, economic, and cultural needs of the region.

The Governing Body looks forward to working in partnership with students, staff, management and external stakeholders in implementing IT Sligo's strategic objectives.

Mr Niall O'Donnellan

Chairman Governing Body IT Sligo

## Strategic Plan 2017 – 2022



## Your Education & Innovation Partner For Life

IT Sligo is constantly striving to support and improve access to higher education and deliver excellence within it. We also want to continue to play a leading role in the economic, social and cultural development of the region.

To do that, the Institute has developed a bold and ambitious Strategic Plan for 2017 – 2022.

The key objectives within it are the culmination of several months of internal and external consultation and engagement with staff, students and a range of external stakeholders.

Growth will be the key driver for IT Sligo as we develop the Institute.

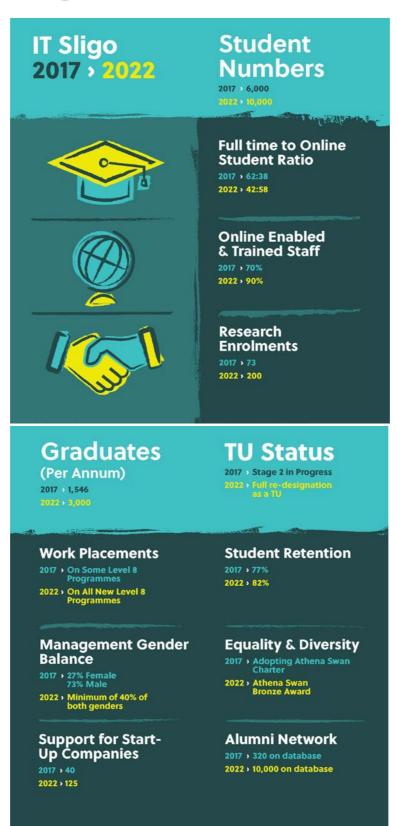
Our primary targets include:

- Increasing our student population from 6,000 to 10,000;
- Producing 3,000 new graduates annually
- Achieving re-designation as a Technological University (TU) by 2022.

In building scale, IT Sligo will move confidently towards achieving technological university status.

TU status will give our region and our communities exciting new opportunities and a platform on which the next generation can build a brighter future.

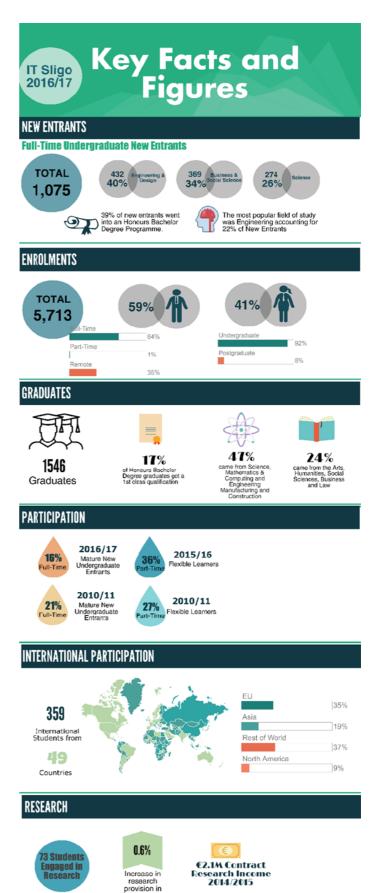
## Strategic Plan By Numbers



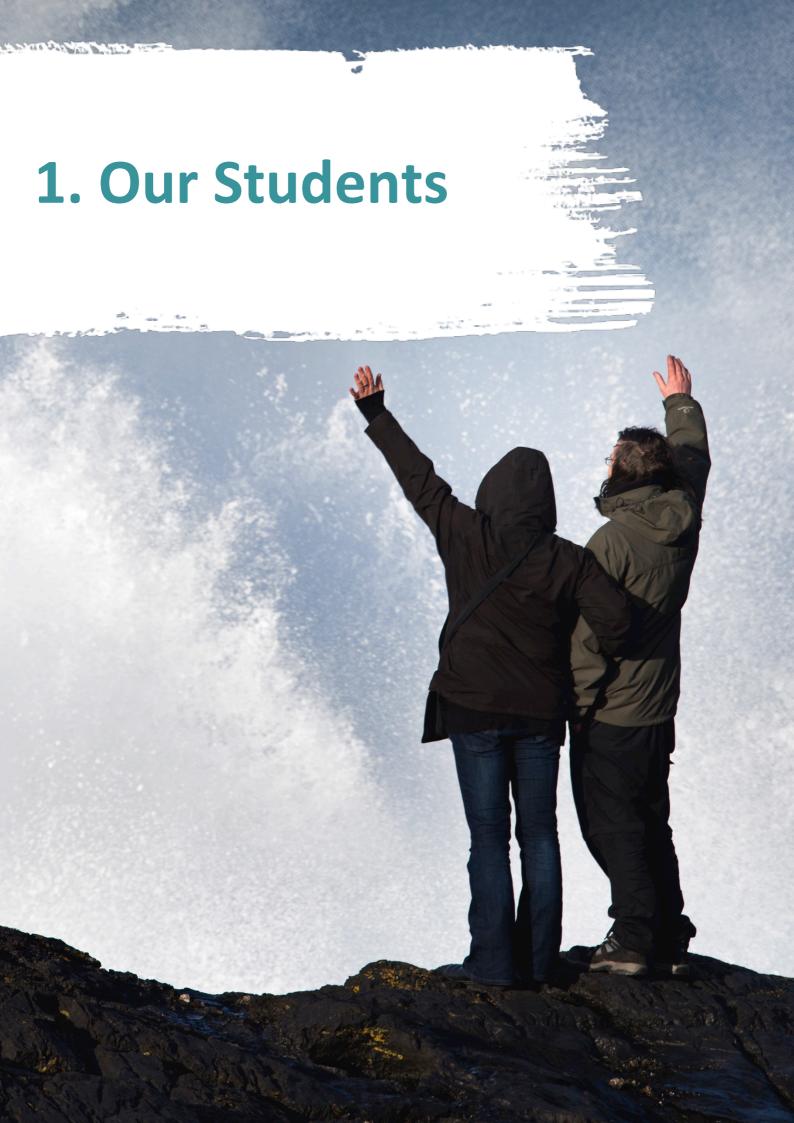
## **Objectives**

The objectives for the Institute's new Strategic Plan are framed by six key Strategic Domains:

- 1. Our Students
- 2. Learning & Teaching
- 3. Research, Development & Innovation
- 4. Partnership & External Engagement
- 5. Shaping & Influencing Economic, Social & Cultural Development
- 6. Organisation & Governance



the past 6 years



### 1. Our Students

With almost 6,000 students, IT Sligo is home to a wealth of energy and talent. Our students are at the heart of everything we do. Many of them have achieved notable successes at national and international level. Here, we highlight a selection of those accolades.

## Apprentices Show Off Their WorldSkills

IT Sligo's international reputation for producing high calibre apprentices has been highlighted once again with the selection of two of the Institute's student craft specialists for the 2017 WorldSkills competition in Abu Dhabi.



Carpentry & Joinery apprentice James McSwiney from Ardee, Co Louth, and apprentice toolmaker Micheál Flynn from Tourlestrane, Co Sligo, both won their respective IrelandSkills national finals in 2017, and were both selected to be part the 14-strong Team Ireland to compete in the United Arab Emirates at the 44th WorldSkills Competition.

## Undergraduate Award Makes Wayne's World

Online student Wayne Egan from Enniscrone in County Sligo, who graduated with a BSc Honours in Environmental Management, won the Undergraduate Gold Award for 2016 in the Earth Environmental Sciences category.

Wayne, who works with the Environmental Protection Agency (EPA), won the award for his study of the bathing water quality at Enniscrone beach. The Undergraduate Awards scheme is the world's largest academic awards programme. It is uniquely pan-discipline, identifying leading creative thinkers through their undergraduate coursework.

#### Women In Technology Award For Sophie

Sophie Knox, a Bachelor of Engineering in Mechatronics graduate in 2017, won the Intel Women in Technology award for academic excellence at IT Sligo.



Sophie obtained the highest GPA of the Institute's female graduating students in a technical course. She has also been an exemplary student during her years studying at the Institute, acting as a proactive and very approachable class representative, a mentor for the first years.

#### **Engineers Ireland Award**

Four of the Institute's Mechanical Engineering Students collected their Engineers Ireland Innovative Student of the Year Award for 2016 at a ceremony in November. Colm Morley, Shane Timoney, Caolan Treanor and Conor Walsh (pictured) won the award for their final year project entitled 'Automatic fed post driver' which they designed to help improve farm safety.



#### **KonnectAgain**

The Institute launched a new online alumni network 'KonnectAgain' to enable past students to re-connect with IT Sligo. The focus of the new network is to help graduates maintain important business links and personal relationships. It also provides them with regular Institute-related news and events, as well as details of job and business opportunities.



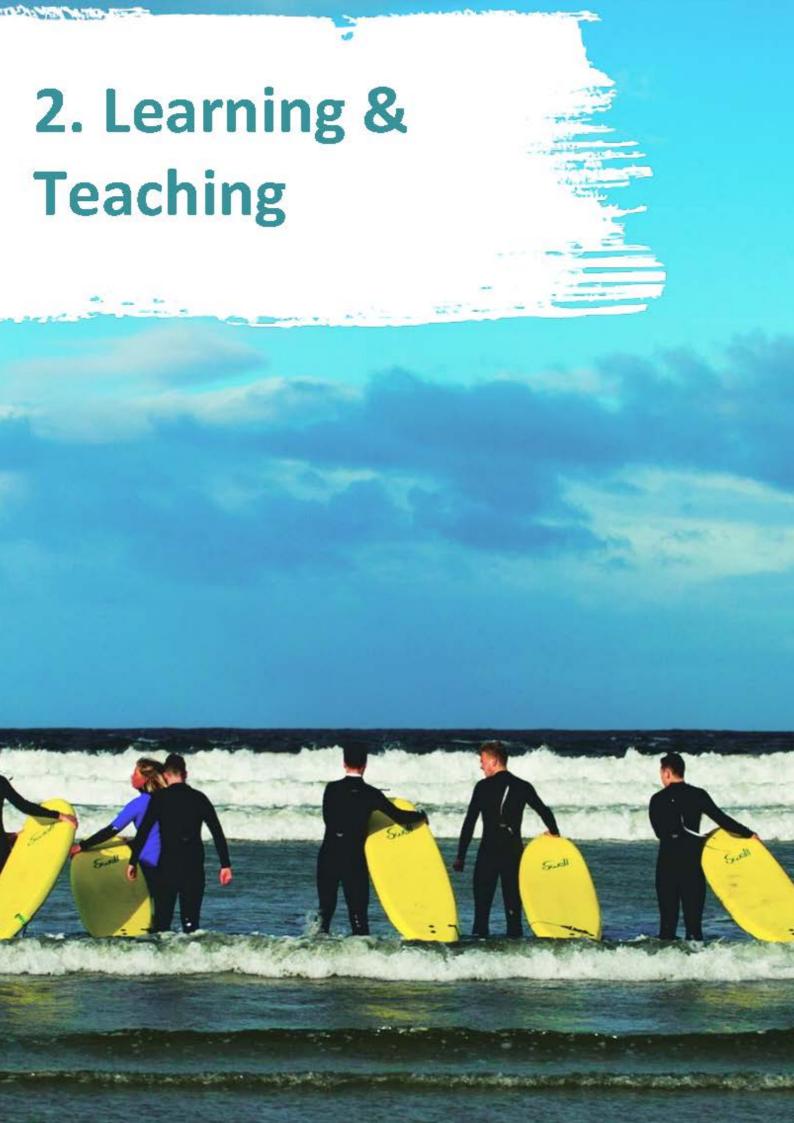
## **Environmental Science Graduates 30-year reunion**

The inaugural graduates from a ground-breaking degree course in Environmental Science and Technology in 1986 returned to the Institute in September 2016 for a 30-year reunion.



The college's degree programme in **Environmental Science and Technology** was a milestone in the Irish third level sector when it was first established in 1982. It was the first degree course of its kind in the Republic of Ireland, and among the first degree courses in the RTC sector. It helped establish the college's reputation as a national leader in Environmental Science education, and led to the creation of an active research programme in the second half of the decade. 16 members of the original class of 21 returned to the campus for a tour and an opportunity to meet and reconnect with former staff members.





## 2. Learning & Teaching

IT Sligo enjoys a leadership position in technology-enhanced learning. It strives to create an innovative and inspiring teaching and learning environment, backed by the support of continuous professional development for the Institute's staff. Here, we profile some of the new developments which have enhanced IT Sligo learning and teaching offering during the period under review.

## **Insurance Apprentices Ready To Earn & Learn**

Ireland's first ever Insurance Apprentices began a ground-breaking Level 8 degree programme of study in September 2016.

The new Insurance Practitioner Apprenticeship is a statutory apprenticeship, which has been developed jointly by the Industry's education body, The Insurance Institute and IT Sligo.



It was formally launched by the Minister for Education and Skills, Richard Bruton T.D. on September 14th, 2016.

The new apprentices are entering one of Ireland's largest and most diverse financial services sectors which currently employs more than 28,000 people.

The apprenticeship, designed in conjunction with the insurance industry, equips students with the technical skills and business acumen identified as essential for today's market.

Leading to a Level 8 honours degree award, the Insurance Practitioner Apprenticeship is the first of its kind in the country.

## New Cross Border Collaboration in Biomedical Science



The School of Science at IT Sligo and the School of Biomedical Sciences at Ulster University developed three innovative, distance-learning BSc (Honours) degree programmes in the Biomedical Sciences, which were formally introduced in September 2016.

The online programmes were devised in response to the skills requirement in the relevant clinical and bio-industrial sectors, the changing economic environment, and a need for flexible learning. Through collaboration, the institutions are making best use of their combined expertise in order to meet the needs of students and employers. This is the first cross-border collaboration for distance-learning Biomedical Sciences BSc programmes.

#### **Aurivo Auditorium**



The Institute's new Aurivo Auditorium was officially opened on September 21st, 2016 by Dr William C. Campbell, Nobel Prize winner for Medicine (2015).

The 280-seater venue is the Institute's flagship teaching and learning space. It was designed by Rhatigan Architects (Sligo) and built by Boyle Construction (Donegal) at a cost of €1.5 million.

The Aurivo Auditorium is regularly used by external community groups for conferences, talks and workshops.







## 3. Research, Development & Innovation

To meet the ambitious objective of becoming a Technological University, IT Sligo continues to develop its research profile and development support for industry and employers. Fostering innovation and entrepreneurship in students is a vital ingredient for the next generation of new businesses.

## New PEM Technology Gateway Opens



The Institute's new Precision Engineering and Manufacturing (PEM) Technology Gateway was officially opened by the Minister of State for Employment and Small Business, Pat Breen T.D.

Funded by Enterprise Ireland, in September 2016. It provides a new

regional hub for developing businesses in the PEM sector.

#### North West Centre For Advanced Manufacturing

Dr David Tormey and the PEM Centre have been successful as a partner in an INTERREG 1.1 application to develop an Advanced Manufacturing Research programme specifically for the Health and Life Science Sector for the respective eligible regions involved (Northern Ireland, Border Counties, Western Scotland).

The project is entitled: 'Northwest Centre for Advanced Manufacturing'. The programme will fund a number of PhD and postdoc projects that would be specific to the research needs of industry participants. Specifically, for the Institute, it will fund 2-3 PhD students and postdoc positions. The Institute's budget will be in the region of €950k over a five-year period.

## New Employers Services Portal

The Institute and the North West Regional Skills Forum have introduced a new online resource, designed to help employers in the North West of Ireland connect more easily with the education and training services available in the region. The Employer Services page provides clear and accessible information for employers on a range of services which are being offered by the Institute. It can be viewed at itsligo.ie/employers.

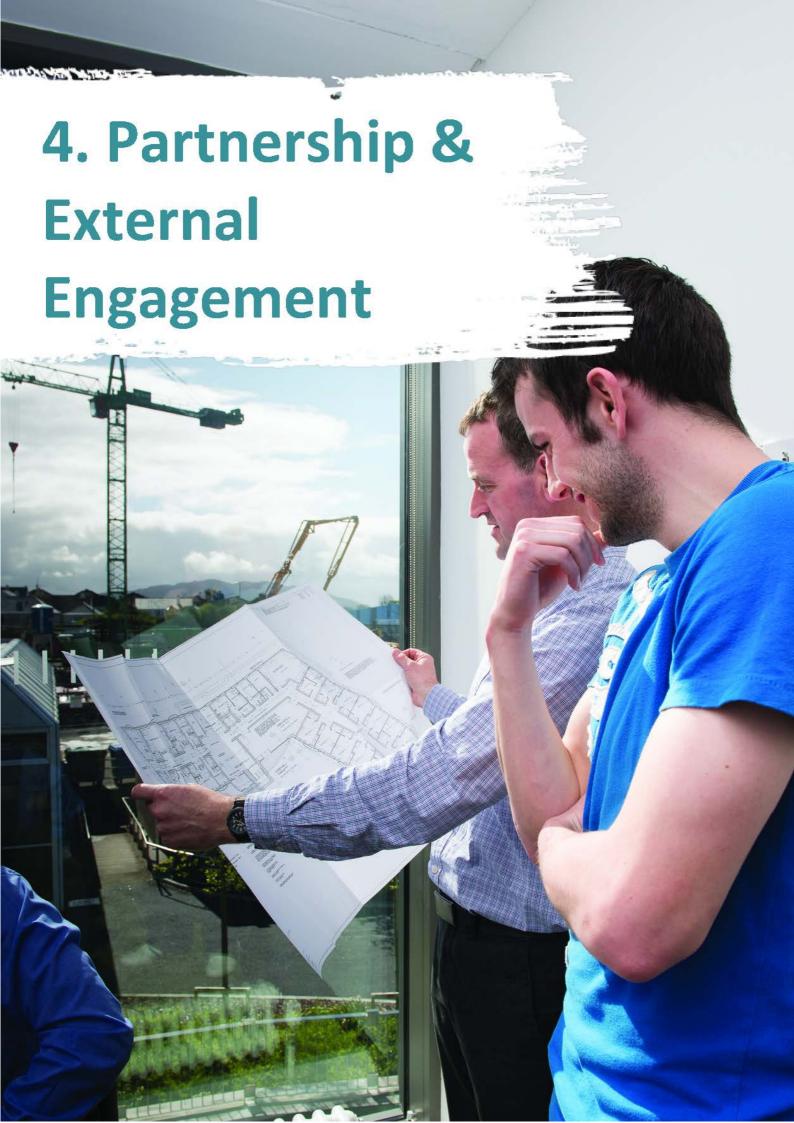


#### A Stroke of Genius

The Stroke Research Group, led by Institute lecturer and chartered physiotherapist Dr Kenneth Monaghan, uses mirrors to 'trick' the brain into believing that a weak limb is functioning properly, thus kick-starting a recovery process.

Following clinical trials on more than 60 patients, Enterprise Ireland granted the team €15,000 in August to investigate the feasibility of developing the product commercially.

Dr Monaghan said 40% of patients reported 'a significant life-changing improvement' after undergoing the trials. The researchers use a treadmill with mirror attached, and alternatively a brace for strengthening arms and legs, which incorporates the mirror therapy. Both devices were created by Dave Roberts, a lecturer in Creative Design at IT Sligo.



# 4. Partnership & External Engagement

IT Sligo continues to build on its existing relationships with wide range of external stakeholders across industry, community and civic life. Through the sharing of expertise and knowledge, the Institute is widely recognised as an active and engaged entity in the region, supporting sustained education, employment and communities.

## A European Collaboration With Tech Giants

June 2016, the first ever degree programme in data centre facilities engineering, aimed at servicing Europe's growing and highly specialised data centre sector with skilled graduates.

The introduction of the Bachelor's Degree – BEng. in Data Centre Facilities Engineering (Online) –is be the first of its kind in Europe.

It was developed following 18 months of consultation and planning with data centre industry partners such as Google, Facebook and Microsoft who provided expert input and validation of the programme's technical subject matter.

The input by the industry into the design and development of the programme ensured a balance between the more theoretical modules and the kind of realworld knowledge and practical skills that are needed in today's workplace.

## New Canadian College Partnerships

The International Office at IT Sligo developed a series of new education partnerships with four Canadian third level institutions during the period under review. The new partnerships will enable Canadian students who are studying a range of diploma courses at Georgian College, Canadore College, Fleming College & Northern College (all Ontario) to have clearly defined routes towards a degree award from the Institute.



#### **Conferences & Events**

The Institute hosted the inaugural Ecology & Evolution Ireland Conference at the end of the November. 140 delegates attended. This three-day event marked the launch of the recently-formed Irish Ecology Association, and aimed to increase visibility of the discipline of ecology in Ireland.

The Institute's Knocknarea arena also hosted a wide range of entertainment events.

#### These included:

- Sligo Live 2016
- Nathan Concert TV programme series for RTÉ
- International Choral Festival



# 5. Shaping &InfluencingEconomic, Social& CulturalDevelopment

A key strategic domain for IT Sligo is to positively influence the economic and social growth of the Connacht-Ulster region by becoming more active in national debate and policy development. During the period in review, the Institute has become a place where the community meets to debate issues of national and international interest.

THRIC 2017 Highlights New Opportunities & Challenges For Ireland

The role of the entrepreneur in driving Ireland's tourism and hospitality industry forward provided the chief focus of a major tourism conference, hosted by IT Sligo in June 2017.

Tourism academics and researchers from across Ireland and overseas gathered over two days for the 13th annual Tourism and Hospitality Research in Ireland Conference (THRIC 2017).

The event brought together the leading academics, industry representatives and

policy makers who discussed and explored key issues of concern within the Irish context of the tourism industry.

THRIC 2017 also shone a light on new forms of tourism which have emerged, encompassing a shared vision between the tourist, the entrepreneur, the community and local government.









## 6. Organisation & Governance

The Governing Body of IT Sligo consists of a Chairman, seventeen Ordinary Members and the President of the Institute. The primary role of the Governing Body is to manage and control the affairs and all property of the Institute. It provides Strategic direction, leadership, decision-making, and appoints Governing Body committees and delegate powers to such committees, while retaining ultimate accountability for such matters. As outlined in the 2018 THEA Code of Governance as adopted by the Governing Body of IT Sligo on 13th June 2018, there are 50 Reserved Functions of Governing Body which must be exercised only by Resolution of the Governing Body.

#### **Governing Body for the Academic Year 2016-17**

The Governing Body of IT Sligo was appointed by the Minister for Education on Skills for a five year term from 1st April 2015. The Chairperson was appointed by the Minister for a five year term from 1st September 2016. The two student representatives are appointed for a period of one year from 1st September each year.

Member		Meetings Attended
Mr Niall O'Donnellan	Chairperson	7
Dr Brendan McCormack	President	8
Cllr Margaret Gormley	MSLETB	5
Mr David McGuinness	MSLETB	4
Cllr Tereasa McGuire	MSLETB	1
Cllr Mary Bohan	MSLETB	5
Cllr Joe Queenan	MSLETB	0
Mr Geoffrey Browne	DETB	5
Dr Michael Barrett	Academic Staff	5
Ms Angela Bartlett	Academic Staff	5
Ms Veronica Cawley	Non-Academic Staff	4
Mr Cillín Folan	Student	6
Ms Emma Sullivan	Student	5
Ms Mary Dolan McLoughlin	ICTU	3
Mr Conor Murphy	American Chamber of Commerce	5
Mr Paraic Casey	HSE - North West	7
Mr Felim McNeela	Sligo Chamber of Commerce	7
Ms Helen Boyce	<b>Environmental Protection Agency</b>	5
Mr Philip Delamere	Arts Council	7

#### Secretary to Governing Body

Ms Elizabeth McCabe, Secretary/Financial Controller

#### **Advisors**

Mr Colin McLean, Registrar

Dr Jeremy Bird, Head of School of Science

Dr Perry Share, Head of School of Business & Social Sciences

Mr Shane Fanning, Head of School of Engineering & Design

Mr Tom Reilly, Head of Strategy & Planning

#### **Audit & Risk Committee of Governing Body**

In line with the new Code of Practice for the Governance of State Bodies issued on  $31^{\rm st}$  August 2016, at the Governing Body meeting on  $14^{\rm th}$  June 2017, the Audit Committee of Governing Body was renamed the Audit & Risk Committee.

There were six meetings of the Audit & Risk Committee held during the Academic year 2016-17. The Audit & Risk Committee membership and number of meetings attended by each Member is listed below:

Member	Meetings Attended
Mr. Philp Delamere (Chair) – Non Executive member of the Governing	6
Body	6
Mr. Paraic Casey - Non Executive member of the Governing Body	5
Mr. Michael Guilfoyle - External Representative	5
Ms. Noreen O'Kelly – External Representative	

#### **Governing Body Fees and Expenses**

Members of the Governing Body are not eligible for fees in in their capacity as Governing Body members. Members may be eligible for expenses for travelling to Governing Body meetings and for fees and expenses where they preside on interview boards. In the Academic Year 2016-17, the following fees and expenses were paid to members.

Governing Body Member	Expenses	Interview	Total paid
	€	Fee €	€
Cllr Mary Bohan	409	3,000	3,409
Mr Geoffrey Browne	3,606	9,000	12,606
Ms Helen Boyce	797		797
Mr Philip Delamere	1,698		1,698

#### **Academic Council Members**

Dr Brendan McCormack

Mr Colin McLean

Dr Michael Barrett

Ms Angela Bartlett

Dr John Bartlett

Mr Aidan Bell

Dr Jeremy Bird

Dr James Brennan

Ms Aodhmar Cadogan

Mr Pat Carter

Dr Tasmin Cavaliero

Mr Noel Connaughton

Ms Áine Doherty

Ms Stephanie Donegan

Ms Anne-Marie Duddy

Mr Shane Fanning

Mr Declan Feeney

Dr Billy Fitzgerald

Mr Cillín Folan

Mr Jim Foran

Mr Roddy Gaynor

Ms Eileen Gillen

Mr Martin Haverty

Ms Ann Higgins

Dr Oliver Joyce

Mr John Kelleher

Ms Una L'estrange

Dr Frances Lucy

Dr Brian McCann

Ms Mairead McCann

Dr Catherine McGuinn

Mr Trevor McSharry

Dr Breda McTaggart

Ms Carol Moran

Mr Noel Moran

Mr Emmet O'Doherty

Dr Tomás O'Flaherty

Ms Úna Parsons

Dr John Pender

Mr Tom Reilly

Dr Perry Share

**Dr David Tormey** 

Dr Rhona Trench

#### **IT Sligo - Executive Management**

**Brendan McCormack PhD** 

President

Ms Elizabeth McCabe

Secretary/Financial Controller

Mr Colin McLean

Registrar

Dr Jeremy Bird

Head of School of Science

Dr Perry Share

Head of School of Business & Social

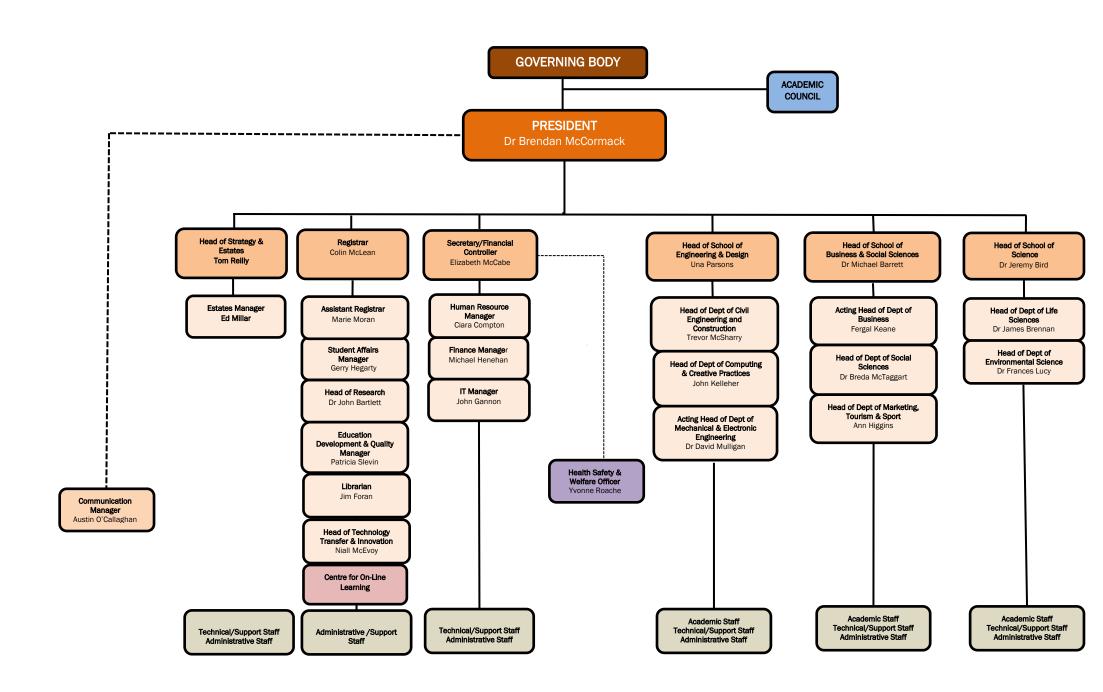
Sciences

Mr Shane Fanning

Head of School of Engineering & Design

Mr Tom Reilly

Head of Strategy & Planning



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