



lyit

| **Institiúid Teicneolaíochta Leitir Ceanainn**
Letterkenny Institute of Technology

PRESIDENT'S REPORT

September 2020/March 2022



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Appendix 1: CUA Monthly Updates (September 2020 – February 2022)

1. EXECUTIVE SUMMARY

This report covers the period from September 2020 to the end of March 2022. The reason for departing from the normal annual report is that 31 March 2022 signals the end of Letterkenny IT as an entity and consequently the President's post. Therefore, with the agreement of Academic Council it was decided that this report should include the academic year 2020/21 and a proportion of the academic year 2021/22 up to 31 March. As in last year's report the President has drawn on regular reports made to the Governing Body over the period outlined relating to the implementation of strategic objectives arising from the Institute's Strategic Plan 2019-23. When reflecting on the reports attached the disruptive nature of the Covid pandemic which began in March 2020 is very evident. From that time the Institute had no students on campus until September 2020 when a small number of students returned to face-to-face teaching. This number was further reduced in early 2021 when Covid-19 was at its height and the majority of people were working from home and students were studying from home. In September 2021 the Institute returned to 100% face-to-face provision and this has continued throughout the academic year to date with strong support from both staff and students.

While Covid-19 has been a major disrupter and has had a significant impact on teaching, learning, research and engagement within the Institute LYIT has continued to work with its partners in IT Sligo and GMIT to move towards TU status. The activity involved is outlined in great detail in the monthly reports appended to this document. In late 2020 intense negotiations were ongoing with staff unions across the Institutes in order to reach agreement before going to ballot on an MoU with the TUI. This process was due to be completed by December 2020 but continued well into the New Year and subsequently resulted in the agreement on the MoU and a hugely positive vote in favour from the academic staff across the three participating institutions.

This facilitated a formal submission by the CUA to the HEA for designation as a Technological University. The submission was made in late May 2021 and an International Panel carried out a review of the submission in July 2021 with extensive engagement with institute representatives, staff and students and a wide range of external stakeholders. In September 2021 the CUA received a positive report from the International Panel which was sent to the Minister for Further and Higher Education. The Minister approved the report to establish a new Technological University and subsequently agreed a designation date of 1 April 2022. In the meantime, a new Governing Body has been appointed and this Body will appoint a new President on 1 April 2022. The impact of both Covid-19 and the Technological University preparation are common themes throughout this report and influencing one way or another the activity that has continued since September 2020.

It is great credit to the staff of the Institute that so many other positive activities have continued over the same period, some of the highlights being; record enrolment across the college, restructuring of academic faculties and functional areas, achievement of the Athena Swan Bronze Award, establishment and development of the Flexible and Online Learning Unit, positive engagement by both staff and students in the provision of emergency online teaching during the pandemic, dealing with a fire on campus, completion of significant capital projects on both campuses but particularly the work in Killybegs, emergence of LYIT sports teams as competitive in the highest level of competition, ongoing external engagement with bodies such as Donegal County Council, Donegal ETB, Donegal GAA, Údarás na Gaeltachta and others, emergence of the Tertiary Education Cross-border Cluster, engagement with the Shared Island Unit, expansion of the Institute's research activity including the provision of dedicated accommodation for post graduate students named in honour of Professor William C Campbell, innovation in teaching and learning activity resulting in lower non-

completion rates across the college, significant progress towards a sustainable financial position allowing flexibility to develop a significant sporting campus for LYIT.

It is hoped that this report is a fitting conclusion to the work of LYIT over the last 50 years and that it reflects the progress that has been made through everyone's efforts so that we enter the new ATU in a positive frame of mind and continue to contribute positively to its future.

2. STRATEGIC ISSUES

2.1 Strategic Plan 2019-2023

The Strategic Plan was launched by Minister for Education and Skills, Joe McHugh, TD on 4 October 2019. The President adopted a reporting mechanism to Governing Body to measure performance against strategic objectives. The following collates the Institute's performance over the last two academic years and outlines progress at four distinct timelines.

Teaching, Learning & Assessment			
Code	Objective (O): Actions for AY 2020/21	Time-frame	Lead
O2	Equity of Access	Sept – Aug	VP AAR
Action(s)	<ol style="list-style-type: none"> 1. Complete the work on the Student Success Strategy to meet commitments made to the HEA vis the Strategic Dialogue Process. 2. Enhance data collection and reporting in respect of underrepresented groups. 3. Pursue actions that support a diverse student population and continue to grow numbers across all the underrepresented cohorts to become an exemplar nationally for access initiatives. 		
BL and PIs	BL – LYIT's profile in terms of representation of underrepresented groups from June 2020. PI – National targets for underrepresented groups.		
November 2020 Update	The Institute's Access Office now known as The Curve celebrates its 20 th anniversary this year. A special event will be held on 20 November to recognise the contribution of The Curve to the Institute since its inception. This will be marked by a publication recognising the contribution of the Curve celebrating student success and looking to the future. This event will be part of the Attract, Transition, Succeed Symposium which will be held for the second year in a row on campus. This will profile some of the activity ongoing through the PATH 3 programme which has been funded by the HEA.		
Update December 2020	Data published by the HEA (7 December 2020) highlights the important task and achievement to date of The Curve where data based around Deprivation Index Scores (DIS) showed that LYIT had the highest proportion of students from disadvantaged areas at 25% of HE providers based on an analysis of 2018/19 enrolments nationally.		
Update March 2021	The Institute submitted its Self-Evaluation Report (SER) on the LYIT Mission based Performance Compact for the academic year 2019/20 on 12 March 2021. This		

document was a reflective piece looking at performance over the previous academic year and indicates significant progress against a number of targets.

A Student Success Strategy has been agreed across the three CUA partner colleges and this is due for publication shortly. In addition, the LYIT non- progression rates for 2017/18 and 2018/19 were recently published by the HEA. When benchmarked against the targets set by the Institute in the Performance Compact, LYIT is on target or ahead of target in the categories outlined. This is shown on page 25 of the SER document.

The Institute has also included a Case Study on our Access activities carried out through the Curve as part of our SER. This Case Study is based on the success of the Curve which celebrates a 20-year anniversary this year and has published a commemorative

**Update
March 2022**

The Institute has now received formal feedback from the HEA on its Self-Evaluation Report (SER). Initial feedback was given in May 2021 and this was followed up with a meeting with the HEA in June 2021 and a final report was issued in January 2022. The report was generally positive agreeing with the assessment of the Institute’s own performance over that period of time. There is also a review of elements of CUA activity which were incorporated into the report. The Institute did not receive any funding for the case study it had submitted on the activities of The Curve. €5m was distributed across five different case studies submitted from the Higher Education Sector. Lessons have been learned from this and a new approach is being undertaken for the current academic year.

The Institute has now been requested to complete the Performance Compact for the Academic Year 2020/21 with a submission date of 11 April 2022. It has been agreed by the CUA partners that the case study to be submitted this year will be based on the post graduate research training programmes initiated by the consortium. The CUA Student Success Strategy has now been published and the LYIT non-progression rates for cohort starting 2019/20 have recently been published by the HEA.

LYIT Overall Non-Progression Rates by NFQ Level 2019-20 => 2020-21

	LYIT Non-Progression Rate	National Non-Progression Rate	LYIT Targets
Level 8	8%	8%	15%
Level 7	16%	18%	25%
Level 6	9%	16%	20%
All Levels	12%	9%	21%

This shows LYIT performing ahead of target and also outstripping the national targets at each level. One factor that needs to be considered is the impact of Covid-19 and the modification of assessment methods at short notice to complete the academic year.

O3	Digital Transformation	Sept – Aug	VP AAR
Action(s)	<ol style="list-style-type: none"> 1. Continue with the iNOTE project to deliver innovation in course delivery methods across the Institute with our partners in the CUA. 2. Examine opportunities available through the Human Capital Initiative (building on 2019/20 experience) to progress LYIT’s ambition for digital transformation. 3. Commence an assessment of the steps required to progress the Institute’s ambitions under digital transformation. 		
BL and PIs	BL – LYIT’s profile in terms of the programme delivery, programme content, students’ digital skills, staff digital skills, Institute service provision, HCI performance 2019/20.		
Update November 2020	The Institute has been successful as a partner in three HCI projects. The most significant of these is HigherEd 4.0, a CUA project led by IT Sligo that has attracted funding of over €12m. This programme will allow us to build on the success of the iNOTE project and continue to build capacity in digital transformation. LYIT did lead one HCI proposal namely the FinTech Learning Labs in conjunction with a number of local industry partners. This project is currently on a reserve list and the Institute is actively pursuing funding to support this initiative.		
Update December 2020	Work is ongoing in implementing the various HCI projects.		
Update March 2021	<p>There has been ongoing work on the implementation of the Higher Education 4.0 project (HCI Pillar 3). The Steering Group with representation from LYIT’s VP for Academic Affairs and Registrar, Billy Bennett and Head of Faculty of Business, Michael Margey has agreed a number of principles for the implementation of this project to ensure that we are seen to be acting as one under the CUA banner. It is likely that resources will be available to LYIT in the short term to continue to support its digital transformation under this project. Dr Simon Stephens, Senior Lecturer, Quality and Dr Nigel McKelvey, Head of Flexible and Online Learning are also leading two work packages.</p> <p>While the Institute has been unsuccessful in moving the FinTech Learning Labs proposal from the HCI reserve list it has been active in looking at other ways to address this project including the use of our Cross-border networks.</p>		
Update March 2022	<p>The Higher Education 4.0 Project has continued to develop over the last 12 months. This has resulted in a serious ramping up of activity particularly in the context of employing a new team of staff to drive the activity. LYIT has benefited from this through the appointment of a number of staff mainly in the area of digital transformation but also in the area of careers development and specifically industry engagement with the tourism industry. It is likely that the outputs from this programme will become more apparent over the next period.</p> <p>The iNOTE Project is now coming to an end and this project has had significant benefits for LYIT which allowed it to deal with the Covid emergency while also building capacity for the future.</p>		
O4	Modes of Delivery	Sept – Aug	VP REEA

Action(s)	<ol style="list-style-type: none"> 1. Strengthen the team around the Flexible and Online Learning Manager to address the on-line delivery challenge presented by Covid-19 and work towards further developing Institute capacity in this area in line with opportunities identified in Strategic Plan 2019-2023. 2. Pursue opportunities available via Springboard+ and HCI to address the work-based learning agenda linking in with iNOTE and initiatives supported by the National Forum for the Enhancement of Teaching and Learning in Higher Education.
BL and PIs	BL – LYIT profile in terms of programme delivery for the 2019/20 academic year.
November 2020 Update	<p>As presented at the previous Governing Body the team around the Flexible and Online Learning Manager has been strengthened considerably to support the online delivery challenge faced by the Institute. The introduction of the Online Student Studies Advisor is an important role as the conduit of information between the academic staff and student body.</p> <p>The Institute has continued to recruit positively onto Springboard+ programmes with almost 300 students currently enrolled on a range of programmes. In addition, the Institute recruited additional places on a number of full-time programmes which have attracted funding under HCI.</p> <p>Under the July Stimulus all HE Institutions were requested to propose programmes at postgraduate and modular level that could provide additional opportunities for people given the impact of COVID-19. The Institute had a very successful outcome from this call and has recently finalised with the HEA the programmes it is likely to offer over the coming months. Great credit is due to all staff and particularly the Flexible and Online Learning Manager in progressing this successful application. The impact of the provision of additional places and the creation of additional programmes has had a major impact on programme delivery at LYIT for this academic year.</p>
Update December 2020	<p>The Flexible and Online Learning unit has developed a wide range of training material as well as resources for staff to avail of which has enhanced the quality of online delivery. Resources such as module/programme handbooks, interactive student infographs and Netiquette guidelines as well as practice opportunities for students around online assessments, have evolved practices.</p> <p>The unit is actively engaging with Departments and programme boards with a view to providing discipline specific training and guidance. The Online Studies Advisor has engaged with students and been successful with interventions aimed at retaining students. The Online Studies Advisor now has access to BlackBoard's Analytics Tool and will begin to monitor student engagement within our VLE to a greater extent next semester.</p> <p>The Flexible and Online Learning unit has systemised the Springboard+ and July Stimulus applications process which provides a real time status of each programme at any given time. This facilitates timely decision making and also provides the Institute with data that can be used for future tendering processes.</p> <p>The Flexible and Online Learning unit has created module templates for staff to reuse within BlackBoard. These template modules have been designed in such a way as to</p>

provide an engaging and professional platform for our students. The module provides mechanisms for staff to exemplify our online model of learning in an autonomous but consistent manner.

The Flexible and Online Learning unit has procured and implemented technologies that will enhance module delivery, improve student engagement and elevate our offerings within the online space. Some of the technologies implemented include: Studiosity, Being Well Living Well, Padlet, Screen-o-matic, TurningPoint, BlackBoard Reporting Analytics and Panopto.

The unit has developed (in draft mode) an interactive infograph to showcase the various online and flexible learning programmes on offer. The infograph can be embedded within the main LYIT website. This addition can be extended/customised to accommodate Springboard+, International or perhaps to house future online student inductions.

**Update
March 2021**

The Flexible and Online Learning (FOL) Unit provided additional supports to academic staff in hosting the semester 1 remote examinations. There have been lessons learned from that examination session and revised guidelines have been developed for the Semester 2 examinations as no in-house examinations will be held in Semester 2.

The Institute's Springboard + application for 2021 has just been submitted to the HEA and there has been a significant increase in programmes submitted rising from 27 to 42 which includes ICT Skills Conversion courses.

Springboard Proposals		ICT Skills Conversion	
2020	2021	2020	2021
24	38	3	4

Delivery	
Online	38
Blended	2
In-Class	2

Department	Number
Computing	14
Mechanical and Electronics	6
Civil and Construction	2
Design and Creative Media	2
Business	4
Law and Humanities	4
Tourism	10
Total	42

**Update
March 2022**

The Institute continues to develop its modes of delivery particularly for part-time and industry based programmes. The growth of online registrations has been significant with over 500 students now registered on online programmes. The Covid emergency

has also resulted in greater flexibility as to how full-time programmes can be offered, and this has resulted in an increased capability among staff in the Institute. LYIT has recently made its Springboard submission for 2022. This year the Institute was restricted to including 30 courses in its application which have to be prioritised by the Institute. This was agreed following discussions at Executive Board and includes a number of consortium programmes particularly in the Tourism area. The list of programmes submitted under the Springboard initiative are listed below.

Department	Course title	Ranking	Level	Credits
Computing	Postgraduate Diploma in Cybersecurity	1	9	60
Computing	Certificate in Artificial Intelligence	2	9	30
Business	Certificate in Management and Leadership	3	7	30
Computing	BSc Hons in Cybersecurity	4	8	60
Civil & Construction	BSc (Hons) Fire Safety Engineering	5	8	60
Computing	BSc Hons in Contemporary Software Development	6	8	60
Computing	Diploma in Applied Data Technologies	7	7	60
Business	Higher Diploma in Business in FinTech	8	8	60
Mechanical & Electronics	BSc in Electric Vehicle Technology	9	7	60
Tourism	Certificate in Culinary Skills	10	6	60
Computing	1-Year Higher Diploma in Computing	11	8	60
Computing	Postgraduate Diploma in Cloud Technologies	12	9	60
Computing	Postgraduate Diploma in DevOps	13	9	60
Tourism	Certificate in Social Media & Web Marketing for the Tourism Sector	14	7	30
Computing	BSc in Data Centre Management	15	7	60
Tourism	Certificate in Food & Beverage Operations	16	6	60
Computing	Postgraduate Diploma in Healthcare Innovation and Technology	25	9	60
Business	Certificate in Mainframe Technologies	18	8	35
Mechanical & Electronics	Postgrad Diploma in Advanced Manufacturing	19	9	60
Tourism	Certificate in Revenue Management for Tourism Enterprises	20	7	30
Science and Health	Pharmacy Technician	21		
Civil & Construction	Certificate in Revit & 4D BIM	22	7	30

Law and Humanities	PG Dip in Governance, Compliance & DP in Financial Services	23	9	60
Design and Creative Media	PG Diploma in User Experience and Applied Innovation	24	9	60
Computing	2-Year Higher Diploma in Computing	17	8	60
Mechanical & Electronics	Certificate in Manufacturing with CNC Machining, 3D CAD and Additive Manufacturing	26	6	60
Business	PG Diploma in Strategy, Enterprise and Innovation	27	9	60
Computing	Certificate in Digital Skills *	28	6	60
Law and Humanities	Certificate in Online Dispute Management	29	7	30
Computing	Diploma in Emerging Information Technology for Industry	30	7	60

Student Experience			
Code	Objective (O): Actions for AY 2020/21	Time-frame	Lead
O6	Campus Development	Sept – Aug	VP FCS
Action(s)	<ol style="list-style-type: none"> Continue the ongoing upgrade of the Killybegs campus. Continue preparatory work for the €20m extension of the Letterkenny campus. Host the official opening of the new Research Facility and transfer research staff and students as appropriate to the new research space in CoLab. Continue to pursue the development of the Institute’s sporting infrastructure and particularly the sports campus at Knocknamona, Letterkenny. Develop the next iteration of the plans for the Ocean Innovation Centre in Killybegs in preparation for an application for a second phase of funding under the REDF. 		
BL and PIs	BL - state of LYIT building stock at 30 June 2020.		
November 2020 Update	<p>The Institute had planned an official opening of the Postgraduate Research Centre in CoLab for 2 November 2020. The Centre will be called the William C Campbell Research Suite after the Nobel Prize winner from Ramelton. Minister for Further and Higher Education, Research, Innovation and Science, Simon Harris, TD was scheduled to officially open the facility, but this had to be postponed at short notice. It is hoped to reschedule the event over the coming weeks.</p> <p>The Estates Manager gave a comprehensive presentation to the last meeting of the Governing Body on the progress of the new building on the Letterkenny Campus and work is progressing for the development of the Ocean Innovation Centre in Killybegs and work continues with the Killybegs Harbour Users Group to recruit an Education Outreach Manager.</p>		
Update December 2020	The official Opening of the Postgraduate Research Centre went ahead on 30 November 2020. This was a very successful event with the institute receiving very positive feedback following the launch.		

<p>Update March 2021</p>	<p>The HEA has given permission to proceed to tender for phase 3 of the planned works in the Killybegs campus to the value of €506,719. Tenders are due to be returned on 1 April 2021. This should allow work to commence on the Killybegs campus by early June and be completed over the summer period subject to relaxation of Covid-19 restrictions on construction activity. An outline of the proposed capital projects to be undertaken by LYIT over the coming years is included in the budget template to be considered elsewhere on the Governing Body’s agenda. This outlines the individual capital projects and the funding sources identified to support this activity. This is in line with the presentation made by the Estates Manager at a recent meeting of the Governing Body.</p> <p>A two-stage procurement process is underway to establish a Multi-Party Framework Agreement for the provision of design services in 5 separate design service disciplines for capital projects exceeding €1 million in construction value.</p> <p>28 expressions of interest applications were received by the late January 2021 closing date. Applications have now been evaluated and 22 candidates shortlisted for tender invitation. Tender documents are being finalised and it is anticipated that tenders will be invited in the coming weeks. Tenders will be evaluated in May and it is anticipated that the design team for the initial contract, the Deep Energy Retrofit of the Phase 1 roof top extension, will be appointed and the Framework Agreement established in June. Mini competitions to appoint design teams for the other planned capital projects under the Framework will follow immediately thereafter.</p>
<p>Update March 2022</p>	<p>The PPP Building has now gone to tender as part of a package of projects across a number of institutes. It is hoped that this can be progressed for a start date of quarter 1 2023 and a completion date of quarter 4 2024. Work has continued on the Killybegs campus which has resulted in a significant improvement in facilities. This work will continue in the summer of 2022 and a design team will be appointed to develop a brief for the Ocean Innovation Centre on the Killybegs campus and also the development of staff office facilities on the Ramelton Road on the Letterkenny campus. The car park on the Port Road has now been completed and the PV panel installation is now underway. Over the summer a number of energy retrofit projects will be completed and a new bio mass heat centre will be built. The Institute is currently considering funding opportunities recently announced by the Minister for Further and Higher Education and to support a number of other projects in the pipeline. All of these significant developments are contributing to the student experience, and this is particularly so on the Killybegs campus which has been transformed in recent years.</p> <p>Status of Capital Projects</p> <ul style="list-style-type: none"> • Car park 1 Extension complete-PV Panel installation underway • Rooftop & BIC Energy Retrofit Works, New Biomass Heat Centre and PPP Enabling works <ul style="list-style-type: none"> ▪ Main Contractor tender issued this week. ▪ Construction -May to Oct 2022. ▪ BIC retrofit work subject to HEA/SEAI confirmation of funding due w/c 21stFeb

	<ul style="list-style-type: none"> • Killybegs Phase 3b <ul style="list-style-type: none"> ▪ Design development underway ▪ Construction -June to September 2022. • PPP building <ul style="list-style-type: none"> ▪ Contractor site visits & Queries on going ▪ NDFA Expects Site commencement Q1 2023 ▪ Completion planned Q4 2024 or Q1 2025 • Ocean Innovation Centre Killybegs & Ramelton Rd. Office <ul style="list-style-type: none"> ▪ Brief development ongoing ▪ Next Mini Competition from LYIT Design Team Framework ▪ Planned commencement on site Q2 2024 <p>Capital Project Pipeline</p> <ul style="list-style-type: none"> • Decarbonisation Retrofit-Existing buildings • School of Tourism refurbishment Phase 4 & 5 • Sports facilities enhancement –Gym Extension • New Fire Technology Laboratory • Roof terrace extensions Nursing & An Dánlann –Classrooms, Curve IT Labs extension and Gym extension. • Off Campus apprentice facilities • Post PPP occupancy: <ul style="list-style-type: none"> ▪ Ex. Library refurbishment -student services and admin. ▪ Ex. Restaurant refurbishment and extension 		
O9	Internationalisation	Sept – Aug	VP REEA
Action(s)	<ol style="list-style-type: none"> 1. Further build capacity in respect of the International Office around the International Education Manager. 2. Further integrate the activity of the International Office and working with academic managers to promote the Institute to international students to continue the positive trend in international enrolments. 3. Enhance the experience of international students who choose LYIT by supporting their integration into campus life and work with regional enterprises to capitalise on the significant potential of this particular student cohort. 4. Develop additional Erasmus agreements and supports to increase the numbers of incoming and outgoing Erasmus students. 		
BL and PIs	BL – numbers of Erasmus incoming and outgoing students and the number of Non-EU fee paying students for the past 5 years.		
November 2020 Update	This has been a difficult year for the recruitment of international students for all HE institutions and it has been no different for Letterkenny. While the numbers recruited have dropped significantly from last year there is still a significant cohort of students registered for this academic year. The International Office and the Student Ambassadors have played a major role in facilitating those students that are resident in Letterkenny but attending class online at the moment. It is a significant challenge to support these students in the current circumstances but everything is being done to provide adequate supports.		

<p>Update December 2020</p>	<p>COVID-19 has made this the most challenging year ever with respect to Internationalisation. Economies in decline, parents fear for their children travelling abroad, borders being closed and flights being cancelled as well as having a significantly restricted learning experience in the host country have all combined to create a perfect storm. Most Higher Education Institutions have encountered significant reductions often in excess of 50% in international student numbers with consequential impacts on student tuition fees and revenues from student accommodation.</p> <p>LYIT has fared reasonably well in the circumstances and we have approx. 70 new international students this year as well as approx. 90 continuing international students. Our recruitment cycle for September 2021 has already commenced and we are hopeful of a better year in internationalisation in 2021.</p>
<p>Update March 2021</p>	<ul style="list-style-type: none"> • Erasmus for Northern Ireland (NI) students The proposal of the Irish Government to support NI students on the Erasmus programme is currently under review and is being managed by Ian McKenna of DFHERIS. Discussions are ongoing within the HEA and HEIs in the North and the Republic. HEIs in the Republic have offered to be of assistance to their Northern counterparts if that is needed going forward. No decisions have been reached at this stage and discussions are paused until the end of March. All stakeholders are being updated as developments occur. This is being looked at in the spirit of friendship and cooperation on the Island of Ireland. • A series of cultural events are being run by Edward Ng from the International Office during March as this is LYIT's month of Cultural Awareness. Included is: <ul style="list-style-type: none"> • African culture sharing with awareness competitions and prizes • Irish culture with virtual events and St Patrick's Day video • South Asian week (India and Pakistan) • East/Southeast Asia week (China, Malaysia, Vietnam) • There are two webinars during March: Intercultural Awareness webinar and an International Students Webinar (IT Sligo and GMIT staff and students have been invited to attend both Webinars) <p>In Mid-March an article was published on Donegal Daily with Photos and blogs from LYIT's International students.</p> <p>https://www.donegaldaily.com/2021/03/12/gallery-amazing-donegal-through-the-lenses-of-lyit-international-students/</p> <p>Our International Ambassador students are very active this year and are providing a lot of support and engagement to all of our International students.</p> • Recruitment for International Students for 2021/22

	<p>LYIT has taken part in a series of Virtual Recruitment Fairs since Jan 2021 to recruit for Sept 2021. These events have focused on India, USA and the Middle East. These fairs have been organised by Enterprise Ireland and they have engaged with BMI and FPP in the various territories to run these virtual events. Our Online application system for Non-EU students is working well and we have made more than 250 offers for Sept 2021 so far. Recruitment is slower than in previous years due to Covid-19 and we are hoping for 50 new Non-EU students to join in Sept 2021. There are still a number of virtual fairs and recruitment events organised in the coming months for India and Malaysia. Until such time as there is more confidence that classes will be on campus in Sept 2021 in Ireland, many International Students are reluctant to commit. There is still an appetite for International study, but it is difficult at this time for students to make plans. We are relying on our International Agent network and our partners in Malaysia, India and China to support our recruitment efforts this year, but all agree it is a challenging year to recruit International students. In the future recruitment may become more of a hybrid approach with a mixture of virtual and physical events. We have a limited number of on-campus Masters to offer in Sept 2021 as more of the taught Masters programmes are moving to 100% online which does not enable students to get visas.</p> <p>We are waiting on the Irish Government to agree protocols around incoming travel for Non-EU Students in Sept 2021. There has been a major increase in the price of Medical Insurance for International Students in the past few months which is likely to also affect numbers of potential students choosing Ireland as a study destination.</p>
<p>Update March 2022</p>	<p>The last two years has been extremely challenging for attracting international students to Letterkenny but also in providing accommodation and activities for the students when here. A number of students joined us in October 2021 and Erasmus students have begun to return to the campus in February 2022. The focus now is on developing a strong international strategy for the new ATU to ensure that significant numbers of international students continue to travel to the campuses of the ATU. It is likely that the scarcity of suitable accommodation will have a major impact on student recruitment and the Institute is examining all possibilities in terms of the development of new accommodation and engaging with existing landlords.</p>
<p>O10</p>	<p><i>Health, Wellbeing, and Sport</i> Sept – Aug VP AAR</p>
<p>Action(s)</p>	<ol style="list-style-type: none"> 1. Develop a healthy campus plan that takes consideration the implications of Covid-19 and addresses the increased requirements on staff in terms of online learning. 2. Ensure that processes are in place that allow the Institute respond flexibly to the ongoing threat posed by Covid-19. 3. Work to ensure that Sport remains an important part of Institute life throughout the current challenge.
<p>BL and PIs</p>	
<p>November 2020 Update</p>	<p>The current level 5 restrictions have made it impossible to pursue our sporting provision as part of institute life. This is a real gap in our provision for this year</p>

	<p>but there is very little that can be done about it at this time. Regarding the campuses in Letterkenny and Killybegs every effort is being made to ensure that there is a safe working environment for staff and students and that also the implications of staff working from home are taken into consideration. Like any workplace the Institute has had to deal with the implications of COVID-19 and there have been issues which have been difficult to resolve for varying reasons. The Institute is committed to following the agreed national protocols and to work with the local public health providers to ensure the safety of both staff and students.</p>
<p>Update December 2020</p>	<p>The Institutes have lobbied the Department for the restrictions on sporting activity in the colleges to be lifted. While there is no final decision on this as yet, it is hoped that there will be some level of sporting activity for the student body early in the New Year.</p> <p>The Institute has established a cross institutional staff and student working group to implement the Framework for Sexual Consent, Bullying and Harassment.</p>
<p>Update March 2021</p>	<p>THEA has recently launched the national initiative –Promoting Consent & Preventing Sexual Violence (“PROPEL”) Project.</p> <p>This is to be followed by each Institute developing its own action plan. LYIT’s draft plan is included below: Draft Report - Action Plan to Tackle Sexual Violence and Harassment LYIT</p> <p>This plan is due to be submitted to the HEA by Friday, 19 March.</p>
<p>Update March 2022</p>	<p>The Institute has now signed up to the Healthy Campus Charter with the Department of FHERIS. Rory McMorro, Student Services Manager is the Institute contact for this activity. The Institute has continued to develop its reputation in competitive sport during the academic year 2021/22. This has resulted in excellent performances by the Institute’s teams and individual sports people. In addition, the Institute now has a formal MoU with Donegal GAA, Finn Harps and has established a Centre of Excellence with Basketball Ireland in LYIT. It is likely that more relationships of this nature will develop as we become the ATU. Through its Propel Group this Institute recently launched the Speak Out Tool which allows anonymous reporting of various activities (listed below) by both staff and students.</p> <ul style="list-style-type: none"> ▪ Speaking Out against Bullying ▪ Cyberbullying ▪ Harassment ▪ Discrimination ▪ Hate Crime ▪ Coercive Behaviour ▪ Stalking, Assault ▪ Sexual Harassment ▪ Sexual Assault ▪ Rape

	<p>This is part of a national initiative, and the local Steering Group has been extremely proactive in bringing this forward with input from a number of significant external stakeholders.</p> <p>As the Institute emerges from the Covid pandemic there has been 100% return to activity on campus. This has been facilitated by strong contributions from both staff and students to ensure that a safe workplace is provided for everyone.</p>		
Quality			
Code	Objective (O): Actions for AY 2020/21	Time-frame	Lead
O12	Quality Reporting	Sept – Aug	VP AAR
Action(s)	<ol style="list-style-type: none"> 1. Develop a plan of activity that identifies timelines and individuals to address the workload associated with annual reporting to both QQI and the HEA. 2. Maximise engagement and transparency for Institute stakeholders is reflected in all Institute reporting to external bodies. 3. Adopt appropriate skills and technology in the capture and presentation of reports encompassing quality indicators ensuring that the data available via Banner is fully utilised. 		
BL and PIs			
November 2020 Update	The strengthening of the Quality Office within LYIT should support the actions outlined above to ensure that all available data is used to support institute activities.		
Update December 2020	Nothing further.		
Update March 2021	AIQR was submitted on 4 March 2021 and no date has been scheduled for the QQI Dialogue meeting.		
Update March 2022	The Institute is currently undergoing faculty reviews across each of its three faculties in preparation for TU designation. Significant work has been completed in preparation for this process and it leaves the Institute in a positive position entering the Technological University. Work is ongoing to ensure that the work of the various academic councils can continue effectively into the new TU.		
O13	Athena SWAN / Gender Action Plan	Sept – Aug	VP REEA
Action(s)	<ol style="list-style-type: none"> 1. Continue to build Institute capacity to address the full EDI agenda in line with Strategic Plan 2019-2023. 2. Prepare a further funding request in respect of the HEA Strategic Academic Leadership Initiative (SALI) building on the 2019/20 application. 3. Complete the work on the Institute’s application for an Athena Swan Bronze Award. 		
BL and PIs	BL –Gender Profile from 2018/19 and 2019/20 and data gathered in respect of the Athena Swan submission.		
November 2020 Update	The Institute’s Athena Swan application is on target for submission by the end of November 2020. As outlined at the previous Governing Body meeting significant work has been done in completion of this application. This is only one aspect of the Institute’s EDI work arising from our Strategic Plan. The Institute is also		

	considering a submission for SALI posts due in at the end of January 2021. We are also in conversation with our CUA partners around this submission.		
Update December 2020	Athena Swan submission and Gender Action Plan will be submitted to Athena SWAN Ireland shortly. The submission has been expanded to include both the new application for Professional, Managerial and Support Services Staff and the impact of COVID 19 on institute staff. A new Equality, Diversity and Inclusion Policy, informed by the data collected during the Athena SWAN submission. The draft policy was reviewed by a renege of stakeholders including the LYIT Athena SWAN intersectionality Working Group. The Governing Body will consider the submission at its meeting.		
Update March 2021	The Institute made its Athena Swan Bronze Award application in December 2020. The outcome from this submission is due by the end of March 2021 but it is unlikely to be available at the Governing Body meeting. In addition, the Institute made an application for one post under the HEA Strategic Academic Leadership Initiative (SALI) in January 2021. The outcome of this application is due in quarter two 2021. Given the secondment of Dr Lynn Ramsey to the IUA the Institute needs to address the staffing of this activity for the coming period.		
Update March 2022	<p>In March 2021 the Institute was awarded the Athena Swan Bronze Award at a ceremony hosted by Minister Simon Harris. This was a significant outcome for the Institute and reflected ongoing work to achieve the award. The challenge now is to ensure that we live up to the commitments in our Gender Action Plan and that we continue to seek Athena Swan Awards for different aspects of the Institute’s work. Despite making an application for Strategic Academic Leader Initiative (SALI) posts in January 2021 the outcome of this competition was only made available in November 2021. The Institute’s application was placed on a reserve list for funding and as a result the Institute had to proceed with a competition for a VP for Research and Innovation in order to complete our internal reorganisation.</p> <p>Our partner institutions in IT Sligo and GMIT also received a similar Athena Swan Bronze Award at the same time. This has provided a strong platform as the three institutes merge to become the ATU. A competition is currently ongoing to appoint a Senior Lecturer with responsibility for Equality, Diversity and Inclusion.</p>		
O14	<i>Interdisciplinary Programmes</i>	Sept – Aug	VP AAR
Action(s)	1. EB to ensure that that the operation of the Academic Plan in line with Strategic Plan 2019-2023 continues to address recommendations from IR, PPEs, and CSRs in consultation with the AC and prioritises the development of Interdisciplinary Programmes.		
BL and PIs	<p>BL – programme portfolio of 30 June 2019 and 30 June 2019 and student numbers for the past five years.</p> <p>PI – development and operation of a plan informed by the SP and quality reviews that can frame the continued development of an attractive portfolio of high-quality, employment-focussed programmes.</p>		

November 2020 Update	These issues will be taken on board in the modification of the Institute's Academic Plan 2019/20 – 2021/22.		
Update December 2020	The Executive Board and Academic Council will be considering new course proposals to be developed during the current academic year. It is hoped that there will be some focus on interdisciplinary programmes as this work progresses.		
Update March 2021	The VP for Academic Affairs and Registrar will give an oral update on the issues of student numbers and CAO activity at the meeting.		
Update March 2022	The enrolment figures for 2021/22 show an increase in overall students registered at the college but with a reduction in first year full-time enrolment. The academic year 2020/21 showed a significant increase in student enrolment and this has been reflected in the Institute's budget allocation from the HEA for 2022. It is difficult to assess the impact of Covid on student registrations as the inflation of Leaving Cert grades has had a disruptive impact on overall CAO activity. There will need to be some review of enrolment and student performance over the last two years to assess this impact as the majority of students currently starting college have not sat a leaving cert examination. This is an issue which will require further investigation by the incoming Academic Council of the ATU.		
O15	Student Transition and Retention	Sept – Aug	VP REEA
Action(s)	1. Produce an outline student transition and retention plan building on existing Institute activity and reflecting national and international best practice.		
BL and PIs			
November 2020 Update	<p>LYIT has invested in a new online on-demand 24/7 study skills support service called <i>Studiosity</i> for first year students to enhance student engagement and improve retention. This support service focusses on core subjects including business, accountancy, maths, sciences and academic writing skills allowing students to interact with subject matter experts via text chat and interactive whiteboards.</p> <p>Reporting data analysis templates to assist academic managers and School administrators with interpreting and analysing student engagement data from StudentSurvey.ie data have been produced for the Schools of Tourism and Science. This will allow the automatic generation of annual reporting to produce descriptive, inferential and graphical reporting outputs. Similar outputs for Engineering and Business will be completed by May 2021.</p> <p>Programme level (QA3) data analysis for module performance trends using StudentSurvey.ie trends has also been completed for the School of Science for 2020 for student responses greater than 10. This will be extended to a retrospective analysis over a 3 – 5-year period to increase the validity of inferences made and replicated for the remaining Schools by May 2021.</p>		

	<p>The UNLOCK project design has been adapted by the post-doctoral researcher for online implementation and two complementary interventions involving collaboration and partnership between staff and students is progressing as planned to be completed and evaluated by May 2021.</p>																																								
<p>Update December 2020</p>	<p>The Learner Module Survey is currently being administered across the college facilitated by Dr Joe English and staff in the relevant areas. There has been a significant uptake by students and this will be very helpful to schools and departments particularly in the context of the impact of COVID-19.</p> <p>A new fully online extended student induction programme was developed to support students transition into first year. The LYIT 2020: Connect for Success Programme had four core elements:</p> <ol style="list-style-type: none"> 1. Pre-entry preparation for digital learning and welcome for LYIT President and LYIT SU President 2. Supporting your academic success (Studiosity) 3. Supporting your well-being (Being Well, Living Well) 4. Supporting safe, consensual and active consent (Active Consent programme). 																																								
<p>Update March 2021</p>	<p>The HEA has recently published the non-progression rates for the academic year's 2017/18 to 2018/19 and 2018/19 to 2019/20. The table below outlines LYIT's performance against targets set in our Mission-based Performance Compact and also benchmarked against the national averages.</p> <p>LYIT Non-Progression Rates NFQ Level 2017/18 => 2018/19</p> <table border="1" data-bbox="432 1200 1369 1485"> <thead> <tr> <th></th> <th>LYIT Non-Progression Rate</th> <th>National Non-Progression Rate</th> <th>LYIT Targets</th> </tr> </thead> <tbody> <tr> <td>Level 8</td> <td>15%</td> <td>11%</td> <td>15.5%</td> </tr> <tr> <td>Level 7</td> <td>32%</td> <td>26%</td> <td>25.5%</td> </tr> <tr> <td>Level 6</td> <td>24%</td> <td>22%</td> <td>20%</td> </tr> <tr> <td>All Levels</td> <td>24%</td> <td>13%</td> <td>21.5%</td> </tr> </tbody> </table> <p>LYIT Overall Non-Progression Rates by NFQ Level 2018-19 => 2019-20</p> <table border="1" data-bbox="432 1563 1386 1848"> <thead> <tr> <th></th> <th>LYIT Non-Progression Rate</th> <th>National Non-Progression Rate</th> <th>LYIT Targets</th> </tr> </thead> <tbody> <tr> <td>Level 8</td> <td>13%</td> <td>10%</td> <td>15%</td> </tr> <tr> <td>Level 7</td> <td>25%</td> <td>24%</td> <td>25%</td> </tr> <tr> <td>Level 6</td> <td>20%</td> <td>22%</td> <td>20%</td> </tr> <tr> <td>All Levels</td> <td>19%</td> <td>12%</td> <td>21%</td> </tr> </tbody> </table> <p>The National Student Survey is currently being administered across the college. At the close of fieldwork 2021, LYIT had a final response rate of 29.5%, which is 897 students, for StudentSurvey.ie. This is 4.5% lower than our response rate for 2020 but still a good response rate to achieve given all the changes for this year.</p>		LYIT Non-Progression Rate	National Non-Progression Rate	LYIT Targets	Level 8	15%	11%	15.5%	Level 7	32%	26%	25.5%	Level 6	24%	22%	20%	All Levels	24%	13%	21.5%		LYIT Non-Progression Rate	National Non-Progression Rate	LYIT Targets	Level 8	13%	10%	15%	Level 7	25%	24%	25%	Level 6	20%	22%	20%	All Levels	19%	12%	21%
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We had a final response rate of 47.4%, which is 31 students, for PGR StudentSurvey.ie. This is 8.7% higher than the LYIT response rate for 2019 which is a great result.

**Update
March 2022**

The HEA has recently published the non-progression rates for the academic year 2019/20 to 2020/21. The figures show significant improvement for non-progression rates at LYIT and this is very welcome. As mentioned earlier the impact of the Covid pandemic will need to be assessed in terms of these figures and other student performance issues over the last two years. There is no doubt given the disruption at Leaving Certificate and subsequently at Higher Education it is difficult to benchmark student performance against previous years. There may be some positive indicators arising from Covid particularly with respect to assessment methods and these are likely to continue as we move back to some sort of normality. The outcomes from last year’s National Student Survey specifically the Unlock Project were presented to Academic Council in December 2021. The feedback for LYIT is relatively positive in terms of the staff student engagement and given the context of Covid this is really important. At present the National Student Survey for 2022 has been administered across the college with an overall response rate for 2022 was 27.5%.

LYIT Overall Non-Progression Rates by NFQ Level 2019-20 => 2020-21

	LYIT Non-Progression Rate	National Non-Progression Rate	LYIT Targets
Level 8	8%	8%	15%
Level 7	16%	18%	25%
Level 6	9%	16%	20%
All Levels	12%	9%	21%

Education Partnerships and Regional Engagement

Code	Objective (O): Actions for AY 2020/21	Time-frame	Lead
O16	<i>Technological University</i>	Sept – Aug	VP AAR
Action(s)	<ol style="list-style-type: none"> 1. Continue collaboration with partners via the 4 working groups to achieve a TU submission in December 2020. 2. Ensure that processes agreed with staff unions and the SU are operating as efficiently as possible 3. Engage more broadly with regional stakeholder on the emerging CUA TU. 4. Collaborate on joint programmes e.g. iNOTE and CUA Research Symposium 		
BL and PIs	PIs - closing the gap re. TU criteria and demonstrable significant collaboration between partners.		
November 2020 Update	The most recent report from the CUA Executive Project Lead (September 2020) is included here for the Governing Body’s information. Work is continuing on the preparation of the CUA submission document and version 2 has been circulated to all staff across the three institutions and to members of the Governing Body. Discussions are ongoing with the staff unions in		

	<p>preparation for this submission and the Students Unions are engaged in the various working groups. A recent meeting has been held with the Joint Regional Executive Committees of IBEC North West and West. This was a very positive engagement with strong support from major employers. All public representatives have also been contacted to enlist their support for this submission and there has been a very positive response to this request. The Chairman will report back to the meeting on the recent meetings of the Joint Governing Bodies Sub-Committee.</p>
<p>Update December 2020</p>	<p>The most recent report from the CUA Executive Project Lead (October 2020) is included here for the Governing Body's information. The focus now is very clearly to finalise the submission document and complete the negotiations with the relevant Trade Unions. Deloitte has reported that the CUA meets the TU criteria and the final piece of this work regarding staff qualifications should be finished next week. It is still the target to make a submission by the end of January 2021.</p>
<p>Update March 2021</p>	<p>The CUA is finalising negotiations with the TUI on a proposed MoU with the Alliance. Once this is completed and approved by the Union the CUA's submission for TU designation will be submitted to the Minister following Governing Body approval. A more up to date report on activity within the CUA will be provided by the LYIT CUA Project Manager at the meeting.</p>
<p>Update March 2022</p>	<p>The designation date for the ATU will be 1 April 2022. On this date the recently appointed Governing Body will meet for the first time and appoint a new President among other duties on that day. This event will be marked across the three main campuses of the University and on the following week beginning 4 April a number of events will be held on other campuses of the University. The final meeting of the LYIT Governing Body will be held on 31 March the day before the formal merger of the three institutions into the ATU. Please find attached to this report monthly updates on CUA activity over the last 12 months.</p>
<p>O17</p>	<p><i>Cross-border FE/HE Cluster</i> Sept – Aug VP REEA</p>
<p>Action(s)</p>	<ol style="list-style-type: none"> 1. Achieve the aims as set out in the in the Cross-border FE/HE Partnership submission to the HEA under the Higher Education Landscape Fund / Technological University Transformation Fund (TUTF). 2. Engage more widely with internal and external stakeholders on the development of the inherent potential of this unique Cross-border initiative. 3. Ensure that identified objectives for 2019/20 and 2020/21 are met.
<p>BL and PIs</p>	<p>BL – HE and FE provision by the 4 partners in the North West City Region together with existing collaborative activity.</p> <p>PI – Criteria set out in both the 2019 and 2020 funding submissions to the HEA.</p>
<p>November 2020 Update</p>	<p>There is significant momentum behind this project at the moment. The Steering Group is meeting on a regular basis. The recent launch of the Shared Island Unit by An Taoiseach, Michael Martin, TD has outlined the Government's commitment to cross-border collaboration. The Cross-border</p>

	<p>Cluster did make a submission to the TUTF for funding to support ongoing activity and while it wasn't eligible to receive funding from this source the HEA has proposed that some of the funding received by the CUA should be diverted to support this activity.</p>
<p>Update December 2020</p>	<p>Cross-border tertiary education in the North West was the single agenda item for consideration at the Oireachtas Joint Committee on the Implementation of the Good Friday Agreement held on 19 November 2020. The Cross-border Cluster partners were the only witnesses involved in this discussion where widespread support for the initiative was expressed by the senators, TDs, MLAs, and MPs.</p> <p>The Cross-border Cluster partners were also participants in a plenary session of the North West Strategic Growth Partnership (NWGSP) on 2 December 2020 around investment in this region's tertiary education sector. The NWGSP will now report on this matter to the next meeting of the North South Ministerial Council.</p>
<p>Update March 2021</p>	<p>As reported in December 2020 the Cluster presented at an Oireachtas Joint Committee on the implementation of the Good Friday Agreement and also to a Plenary session of the North West Strategic Growth Partnership. Since then the Cluster has presented to the Council of Europe Centre for Expertise and NW Regional Development Group. A number of significant projects are now starting to emerge including the establishment of a SMART Industry Board and the pursuit of a North West Cross Border Data Science Research Centre across the various partners. The Partners have been invited to participate in the QA Review of Donegal ETB to be held in April 2021.</p> <p>LYIT's MoU with Donegal ETB was signed in January 2016. This was for a 5-year period, the MoU allows an extension for another 5-years and both parties will take up this option.</p>
<p>Update March 2022</p>	<p>The Cluster has now been renamed the Cross-border Tertiary Education Cluster. This more accurately reflects the activity of the Group. Work has continued on a number of specific projects and project officers are now in place in each of the 4 partners. The focus now is catching up on planned activity that was disrupted due to Covid. The Smart Industry Board has been established and there has been ongoing engagement with the Shared Island Unit. The partners are currently preparing a submission for the Shared Island Unit to strengthen research capacity across the alliance. In addition to the cross-border cluster LYIT and Donegal ETB re-signed their MoU for a further 5-year period in 2021.</p> <p>In September 2021 after almost 30 years out of apprenticeship provision the Institute returned to the provision of electrical craft apprenticeships. This was done with the help of Donegal ETB and support of the HEA. Great credit is due to staff in the Faculty of Engineering and Technology who made this happen and to the Institute's Estates Office for the provision of facilities in a very short timescale.</p>

O18	Enterprise, Innovation & Regional Engagement	Sept – Aug	VP REEA
Action(s)	<ol style="list-style-type: none"> 1. Develop a draft plan with regional partners aimed at enhancing enterprise and innovation capacity in the region. 2. Engage with Knowledge Transfer Ireland to better support innovative industries in our region. 		
BL and PIs			
November 2020 Update	<p>LYIT has well developed external relationships with key educational, governmental, community and industry/enterprise partners regionally and nationally.</p> <p>Among a number of key priorities and Enterprise, Innovation and Regional Engagement fora at the moment are those related to the CUA, North/South FE-HE Cluster, NW Regional Skills Forum, Donegal Digital, Inishowen Innovation, Donegal ICT/FinTech Group, Tech NW Skillnet, LYIT's Technology Gateway, Killybegs Marine Industries/Blue Economy Cluster and a series of ongoing collaborations with Donegal County Council, Enterprise Ireland and Udaras na Gaeltachta.</p>		
Update December 2020	<p>Ongoing engagement through the Derry City and Strabane District Council's Skills Delivery Partnership will be key to the establishment of the planned Smart Industry Board to guide the roll-out of initiatives from the Cross-border Cluster. The North West Cross-border Data Science Research Centre will be launched in the first quarter of 2021 which will strengthen collaboration between LYIT and Ulster University in an area that is central to the Derry City Deal and plans for this new centre have already attracted the support of leading industry from this region.</p> <p>LYIT continues to be proactively engaged throughout Donegal in a series of collaborative initiatives with key regional stakeholders including Donegal Co Co, Ernact, Udaras na Gaeltachta, IDA/Enterprise Ireland, Donegal ETB, Donegal ICT/FinTech Cluster, Killybegs Harbour Development Group, Tech NW and others.</p> <p>Some examples of specific initiatives underway include the recruitment of an Education and Outreach Manager funded by Enterprise Ireland to support the Killybegs Harbour Development Group's future vision for the Marine Industries/Blue Economy Cluster based in Killybegs.</p> <p>We are currently seeking tenders for a Design Team to progress the Ocean Innovation Centre project in Killybegs.</p> <p>We are also working closely and collaboratively with the Economic Development Directorate of Donegal County Council to support the Alpha Building project in Letterkenny and Inishowen Innovation in Buncrana.</p> <p>Finally, we continue to partner with Ernact and other stakeholders to develop the Digital Donegal project and help support Ernact's Innovation as a Service project.</p>		

Update March 2021	Nothing further.
Update March 2022	<p>Over the last period LYIT has been proactively engaged with key Regional Partners enhancing Enterprise & Innovation capacity in the North West Region.</p> <p>Among these engagements are;</p> <ol style="list-style-type: none"> 1. The Development and Progress of the Cross Border Tertiary Education Cluster. 2. Renewal of the MOU with Donegal County Council. 3. Renewal of the MOU with Donegal ETB. 4. The signing of an MOU with Údarás na Gaeltachta. 5. In addition LYIT is an active participant in the North West Enterprise Plan implementation group, the Donegal County Council/LEO Economic Strategy for Donegal, the North West Regional Skills Forum and continuing collaboration with Derry City and Strabane County Council. <p>With our colleagues in IT Sligo and GMIT, LYIT led the procurement of an International Consultancy Company to develop a commercialisation strategy for the ATU and we are currently embarking on an ATU wide reimagining of our Incubation, Enterprise and Innovation contribution to the West and North West Region.</p>

Research			
Code	Objective (O): Actions for AY 2020/21	Time-frame	Lead
O21	Prioritised Research Areas		
Action(s)	<ol style="list-style-type: none"> 1. Identify a draft list of research areas for the Institute to pursue over the medium term reflecting the region we serve, existing partnerships, Institute capacity, and national strategy objectives. 2. Continue Institute support for existing LYIT research teams recognising the importance of developed centres such as WiSAR and Bryden. 		
BL and PIs			
November 2020 Update	Consistent with LYIT's Strategic Plan it is now timely to review and renew LYIT's Research Strategy. This activity will be prioritised in association with the Research Committee of Academic Council.		
Update December 2020	The review will take account of International, European and Irish Government objectives, Sectoral, CUA, Cross-border Cluster, and new North-South opportunities (including SFI initiatives) through the new Shared Island Unit agenda.		
Update March 2021	Consistent with LYIT's Strategic Plan it is now timely to review and renew LYIT's Research Strategy. This activity will be prioritised in association with the Research Committee of Academic Council. Discussions are ongoing.		
Update March 2022	It is important to acknowledge the work of the research community at LYIT in achieving TU status. LYIT now has a Level 10 offering available in each of our		

	<p>three Faculties, €3 million in annual Research income and we will have 100 post graduate research students this year. Our Research Strategy has been reviewed and now prioritises three interconnected research themes going forward: Digital Transformation & Emerging Technologies; Lifesciences, Health & Wellbeing, and Design, Innovation, Creativity & Enterprise. Key to achieving this strategy will be building sustainable collaborations leading to impactful research and the development of the region.</p>		
O22	Research Model	Sept – Aug	VP REEA / HORI
Action(s)	<ol style="list-style-type: none"> 1. Further build capacity in the Research Officer to support the Head of Research and Innovation giving greater prominence to Institute Research and the opportunities available to staff and students to pursue Research at LYIT. 2. Progress the development of the necessary policy and procedures to support research and innovation. Intellectual Property, Conflicts of Interest and Research Ethics. 3. Capture and promulgate research activity at LYIT to feed into the process of drafting a new Research Strategy for the Institute. 		
BL and PIs	BL – LYIT research partnerships and research activity over the past 5 years.		
November 2020 Update	A Research Support Officer has been appointed to support the Head of Research and Innovation and significant work has been completed in reviewing and updating all Research and Innovation supporting policies and procedures including Intellectual Policy, Conflict of Interests, Authorship Policy, Research Ethics and Research Contracts.		
Update December 2020	Following the official opening of the William C. Campbell Research Suite on 30 November 2020 the concentration on the continued development of research capacity at the Institute will focus on building sustainable research units through collaborations with national and international centres of excellence, where applied research for the good of this region in conjunction with innovative enterprise will be prioritised and contribute to the research focus of the emerging TU.		
Update March 2021	Nothing further.		
Update March 2022	<ol style="list-style-type: none"> 1. A VP role in Research and Innovation has been advertised. 2. A short term Marketing Communications post has been created. 3. A short term European Project Officer post has been created. 4. A new Senior Staff Officer position has been advertised. <p>All relevant Policies and Procedures across Research and Innovation have been revised and updated.</p> <p>Significant ongoing collaboration to further encourage Research and Innovation is ongoing between the Research Office and the three Faculties.</p> <p>A Research Newsletter capturing and profiling recent Research activities has been published.</p>		

O23	Research Partner Collaboration	Sept – Aug	VP REEA / HORI
Action(s)	<ol style="list-style-type: none"> 1. Further develop research capacity through the funding available via the CUA. 2. Utilise the funding from the Cross-border Cluster to support jointly supervised research between LYIT and Ulster University working with innovative local industry through the Smart Industry NoW project. 3. Develop proposals for new collaborative research projects that will take the place of the current Interreg VA centres. 		
BL and PIs	BL – LYIT research partnerships and research activity over the past 5 years. PI – Enhanced research funding secured, increased number of research active staff, increased number of research students, and increased research outputs.		
November 2020 Update	There is very significant and ongoing Research Partner Collaboration currently taking place with CUA partners and on a North-South basis via 3 Interreg Research projects scheduled to conclude at end 2021. LYIT has also continued to proactively support staff Continuing Professional Development, in particular colleagues pursuing Doctoral Qualifications. Finally, LYIT has invested significantly with support via the CUA from the HEA in the seed funding of a variety of research projects.		
Update December 2020	LYIT is well placed through our strategic focus on cross-border initiatives to enhance our research profile.		
Update March 2021	Nothing further.		
Update March 2022	<ol style="list-style-type: none"> 1. LYIT Researchers have been actively involved in the ATU PRTP initiatives; <ol style="list-style-type: none"> a. The MOCHAS PRTP received 150 applications for 15 funded places. Registration of students is ongoing. b. The OCSM PRTP has been approved and preparatory work is underway. 2. The LYIT President's Research Bursaries have received 18 applications and recruitment of students will begin soon. 3. Significant ongoing work is continuing on the following Interreg VA Cross Border Research Projects, all scheduled to conclude in Summer 2022, Bryden Centre, Centre for Personalised Medicine and North West Centre for Advanced Manufacturing. 4. Two LYIT Researchers were successful in the recently announced Shared Island Research Programme. Dr Isobel Cunningham and Dr Louise Mc Bride were both successful on collaborative Research Projects with colleagues in UU. 5. The ATU led by GMIT is a Partner in the Atlantic Innovation Corridor Project which focuses on the sustainable regional development of the North West, West and Mid-West. An Taoiseach Michael Martin is expected to formally announce this Project during his visit to the North West in early April. <p>Further ongoing work is continuing with Research Partners in the ATU, in Northern Ireland and Internationally on future Research Projects.</p>		

Leadership, Compliance & Resource Utilisation

Code	Objective (O): Actions for AY 2020/21	Time-frame	Lead
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O26	Professional Development of Staff	Sept – Aug	VP FCS/ HoSs
Action(s)	<ol style="list-style-type: none"> 1. Frame a comprehensive Staff Development Plan encompassing all staff grades to deliver on the aims of Strategic Plan 2019-2023 with a particular focus on the digital transformation agenda. 2. Enhance management capacity through a commitment to Leadership Development. 3. Position the Institute to take advantage of possible funding supports available via the HCI initiative. 		
BL and PIs			
November 2020 Update	<p>The outcomes from the PROGRESS Survey are now available and will inform the framing of a new staff development plan. The Institute has recently become a member of Advance HE and will be supporting seven staff members to participate in the Aurora Female Leadership initiative.</p>		
Update December 2020	<p>The HR Strategy, ‘Building a Technological University together, an employer and University of choice’ has been developed to support the key priorities as outlined in the Strategic Plan 2019-2023, in which the overall mission is ‘Delivering for our students and our Region’</p> <p>A key action is to develop a framework of leadership behaviours that will underpin the Institute’s core values to support the growth of a transformational leadership and management development programme. This will support the development and growth of existing, newly appointed/promoted leaders and managers, particularly in business-critical areas, to support change management in the context of the Technological University.</p> <p>A Performance Management system to establish clear career pathways and opportunities for progression for all staff, where regular feedback is the norm and individual performance is supported will be developed. This Performance Management system will support and enable managers to have informed and effective performance management conversations, which are transparent and fair.</p> <p>Effective HR Technology is integral to effective HR Management and an existing project to develop Core HR by inputting all HR data and ensuring the accuracy of such data is ongoing. A suite of reporting tools is a key enabler to deliver HR changes, inform HR policy and provide easily accessible, accurate and consistent information across the institute. This data will empower and enable managers to plan effectively and manage existing resources.</p> <p>Seminars- management 2020 Managing your Team Virtually, 13 November 2020 Coaching and Mentoring Remote Teams, 10 December 2020</p> <p>Wellbeing Initiatives 2020: Resilience, Shane Martin, Moodwatchers, 29 April 2020 Minding ourselves, Shane Martin, 1 May 2020 Understanding Grief, Irish Hospice Foundation, 4 June 2020</p>		

	Managing Mental Health at this time with regard to remote working Employee Assistant Programme / VHI: Monthly webinars and newsletters		
Update March 2021	The outcomes from the PROGRESS Survey are now available and will inform the framing of a new staff development plan. The Institute has recently become a member of Advance HE and is supporting seven staff members to participate in the Aurora Female Leadership initiative.		
Update March 2022	Significant work is ongoing in the corporate services area across the three institutes of technology as we prepare for the ATU. This has had a direct impact on the proposed reorganisation of our HR, IT, Finance and Estates activities. The HR office in LYIT continues to support the professional development of staff and this has manifested itself in a strategic connection with LinkedIn Learning. The engagement with Advance HE for the Aurora Women in Leadership continues with 13 staff members involved.		
O27	<i>Institutional Research Office and Quality Office</i>	Sept – Aug	President
Action(s)	<ol style="list-style-type: none"> 1. Develop capacity in the Quality Office to initially focus on commitments made in the Self-Evaluation for the Institutional Review to address the requirements of the Annual Quality Report (AQR) to QQI. 2. An appointment will be made that will support the work of the Institutional Research Office and particularly the demands of the annual Strategic Dialogue with the HEA. 3. The Quality Office will develop a structure to host a module database for all Institute programmes which is a central requirement for greater interdisciplinary programme development and more efficient utilisation of resources 		
BL and PIs	PIs – Enhanced tracking and trending of data and improved evaluations of Institute reporting from QQI and HEA.		
November 2020 Update	Nothing further.		
Update December 2020	The recent appointment of a post-doctoral researcher will support the President's Office in terms of engagement with the HEA via the annual Strategic Dialogue Process and more generally support improved data capture and strengthen reporting in respect of KPIs.		
Update March 2021	Nothing further.		
Update March 2022	The Registrar's office has been significantly strengthened through the appointment of an Assistant Registrar and Quality Officer. This has facilitated the work of the Academic Council and allows more streamlined follow up on activities of the Council including the current preparations for PPE in each of the academic faculties.		
O28	<i>Institute Restructuring</i>	Sept – Aug	President

Action(s)	<ol style="list-style-type: none"> 1. Complete consultations and implement a plan that re-aligns academic schools into a faculty structure that better addresses existing and projected student demand together with the priorities articulated in Strategic Plan 2019-2023. 2. Implement revised VP roles and service areas structures to improve workflows strengthening key decision-making bodies to ensure the Institute is better placed to pursue its strategic agenda. 		
BL and PIs	BL – Institute structures in place on 30 June 2019.		
November 2020 Update	<p>The Institute restructuring continues. Dr Ciarán ó hAnnracháin has taken over the role as LYIT CUA Project Manager. The Head of School of Business, Michael Margey has taken on the management of the School of Tourism within the School of Business. The VP for Finance and Corporate Services is engaging in the management of the non-academic services on the Killybegs campus. It is proposed that a new Head of Department will be appointed in the coming weeks to support the academic activity in Killybegs. Regarding the creation of the other two faculties, the current Head of School of Science, Dr Gertie Taggart will take on the role of Head of Faculty of Engineering and Technology which will see the coming together of Civil and Construction Engineering, Electronic and Mechanical Engineering with the Computing Department. This will leave a vacancy for a new Head of Faculty of Science and Health Studies. This post will be advertised shortly. It is the intention of the Institute to complete all other aspects of restructuring in semester 1 but this will need budget approval from Governing Body.</p>		
Update December 2020	This process has continued over the last month and it is hoped to launch the new structure in January 2021. There is significant movement in staff at the moment and this will need to be reflected in the new structure.		
Update March 2021	Institute restructuring has continued across the college, the new academic facilities and departments are bedding in and any outstanding issues are being address by Executive Board.		
Update March 2022	The Institute restructuring in preparation for the ATU has concluded. The Department of Tourism has now been expanded to become the Dept of Tourism and Sport and a new department has been created within the Faculty of Science and Health. This new structure has resulted in more balanced distribution of staff and students across faculties and also allows for a more even distribution of activities at VP level with a focus on issues important to the development of the TU.		
O30	Compliance and Regulation	Sept – Aug	VP FCS
Action(s)	<ol style="list-style-type: none"> 1. Undertake an audit of all Institute requirements in respect of Compliance and Regulation. 2. In line with a continuous quality assurance approach, identify areas of Institute compliance that could be further strengthened. 		
BL and PIs			
Comments			
Update December 2020	The Institute’s Audit and Risk Committee along with Internal Audit fulfils this function and reports back to Governing Body on a regular basis.		
Update	Nothing further.		

March 2021	
Update March 2022	The Institute has been working in preparation for the designation of the ATU on 1 April 2022. This has meant significant work from the corporate services function to ensure that the Institute operations effectively from 1 April.

3. CUA UPDATE

3.1 CUA Monthly Updates

The CUA monthly updates from September 2020 - February 2022 are appended - see appendix 1.

4. MISCELLANEOUS

4.1 Digest

The President attended or was involved in the following engagements:

<i>Event</i>	<i>Date</i>
THEA Colloquium	18/19 November 2020
LYIT Virtual Open Day	19 November 2020
Joint Committee on the Implementation of the Good Friday Agreement	19 November 2020
ATS Mentoring for Access Symposium	20 November 2020
Golden Bridges Conference	20 November 2020
Opening Research Suite	30 November 2020
EURASHE Board Meeting	1 December 2020
NW Strategic Growth Partnership Meeting	2 December 2020
Joint Oireachtas Committee	3 December 2020
Meeting DCC – Killybegs Collaboration	7 December 2020
Nursing NW Celebratory Event	10 December 2020
IBEC Regional Insights Meeting	10 December 2020
Cross-border Cluster meeting with Council of Europe Centre of Expertise	15 December 2020
Meeting with Guidance Counsellors	21 January 2021
Graduation Day – Virtual	22 January 2021
Hume Foundation Meeting	27 January 2021
Smart Industry Board Meeting	28 January 2021

Apprenticeships Meeting with HEA	2 February 2021
Meeting with Royal Irish Academy (RIA)	2 February 2021
Future of THEA – Chair of Governance Sub-Group	9 February 2021
TUTF Quarterly Progress	9 February 2021
Minister McConalogue – Letterkenny Chamber	12 February 2021
JCEFHERIS Public Meeting	16 February 2021
Steven Perry (DCC)	18 February 2021
Minister Coveney – Letterkenny Chamber	19 February 2021
Paddy Gallagher Retirement	26 February 2021
READ DL Launch – Highland Radio	4 March 2021
Derry Chamber Virtual Lunch	5 March 2021
Launch by Minister Harris – Statement of Strategy	8 March 2021
NW Regional Plan Steering Committee	9 March 2021
NWRDG Meeting	12 March 2021
THEA – PROPEL Launch	15 March 2021
Donegal Engineering Sector Skills	28 April 2021
LAG/LCDC (Donegal County Council) Meeting	23 March 2021
Keith Moynes/Ian McKenna – DFHERIS	24 March 2021
Ruaidhri Neavyn/Vinny McGroary – Apprenticeships	30 March 2021
LYIT/DET B - MoU Meeting	9 April 2021
TURN Meeting	13 April 2021
Various video recordings; DICE TY, Guidance Counsellors, BS Student Awards, CUA	14/27 April 2021
Cross-border Cluster Meeting	16 April 2021
Freya Watson – Hume Foundation	22 April 2021
Michael D’Arcy, IBEC/CBI	19 April 2021
LAG Meeting (Donegal County Council)	20 April 2021
PEACE Plus Event	21 April 2021
IBEC NW REC Briefing	22 April 2021
Bryden Board Meeting	27 April 2021
HEA-CUA TUTF Meeting	28 April 2021
IBEC/IDA Update	29 April 2021
UU/LYIT Collaboration	30 April 2021
LYIT Open Evening – Live	6 May 2021
GMIT All Staff Meeting	11 May 2021
Donegal Diaspora Recording	13 May 2021

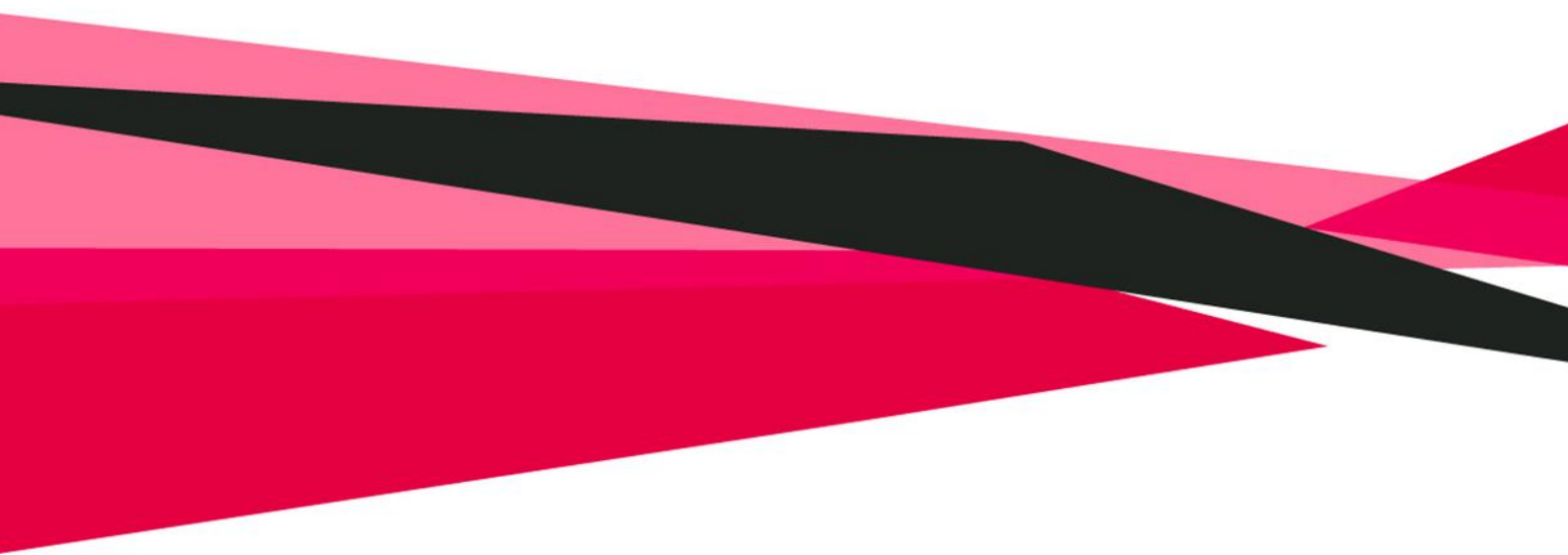
NW Skillsnet Event, CoLab	17 May 2021
Catalyst – Meeting with Steve Orr and Philip Maguire	3 June 2021
IBEC NW REC Meeting	3 June 2021
Meeting with DFHERIS	3 June 2021
Meeting with Mary Lou McDonald, President Sinn Féin	3 June 2021
Academic Council Meeting IT Sligo	4 June 2021
Future of THEA – Chair of Governance Sub-Group	Various Meetings 2020/21
Smart Industry Board Meeting	22 June 2021
Peace Plus Webinar	22 June 2021
HEA Performance Dialogue Meeting	24 June 2021
NW Regional Enterprise Plan Consultation	29 June 2021
Eurashe Board Meeting and General Assembly	29/30 June 2021
Opening AiREN Network	30 June 2021
IDP Strategic Report Launch	1 July 2021
Eurashe Conference – Stand by Youth	8 July 2021
Meeting with Deloitte	13 July 2021
Input to IBEC Strategy Submission	14 July 2021
Meeting Eoghan O’Faolain – IBEC	20 July 2021
Shauna Cohen – Interview Forsa	20 July 2021
Meeting Minister Harris – Safe Return to Campus	22 July 2021
Meeting Michelle Conaghan – IDA	22 July 2021
IBEC REC Meeting – ER Issues	27 July 2021
Meeting Minister Harris – Reopening Third Level	24 August 2021
Meeting Ian McKenna – DFHERIS/UU	27 August 2021
THEA Council – Safe Return to Campus	1 September 2021
TUI Meeting – Safe Return to Campus	6 September 2021
Policy Forum Seminar	8 September 2021
Solas Visit – Engineering	8 September 2021
LYIT Information Day	10 September 2021
Presentation on Barriers to Entrepreneurship in NW	15 September 2021
Smart Industry Board – Design Workshop	21 September 2021
Meeting Shared Island Unit	22 September 2021
Shared Island Meeting – UU	23 September 2021
HEA Legislation Reform Information Session – WebEx	24 September 2021
Meeting Ian McKenna – Department	24 September 2021

Aurora – Presentation of Certificates	24 September 2021
Induction – International Students	24 September 2021
Electrical Apprenticeships Event	27 September 2021
Eurashe Board Meeting	29 September 2021
Into the North West Event	29 September 2021
Shared Island Conference	1 October 2021
Launch of TU of the Shannon Midlands Midwest	1 October 2021
50 th Anniversary Launch	5 October 2021
Catalyst Lunch/Meeting	5 October 2021
Shared Island Mechanism for Cooperation	7 October 2021
Staff Induction	8 October 2021
Podcast – Highland Radio – Ciaran O’Donnell	8 October 2021
Derry Chamber Annual Dinner	8 October 2021
ADHD Conference Launch	11 October 2021
Clubs and Societies Day	13 October 2021
DBA Validation Panel	13/14 October 2021
Shared Island Meeting	15 October 2021
Smart Industry Board – Design Thinking Workshop	18 October 2021
Postgraduate Induction	19 October 2021
Eurashe Board Meeting	20 October 2021
Athena Swan Event – Minister Simon Harris	20 October 2021
New Entrants Scholarships	21 October 2021
Skills Academy North West	21 October 2021
French Ambassador – HE Vincent Guerend	9 November 2021
Swiss Ambassador – Louis-José Touron	10 November 2021
Cross-border Tertiary Education Cluster	12 November 2021
Eurashe Strategic Review Meeting	15 November 2021
IBEC NW REC Meeting	16 November 2021
IBEC/ERSI All-Island Economy Project Launch	16 November 2021
Golden Bridges – Pre-recording for Conference Panel	16 November 2021
Rectors Council – RISEN University Alliance Conference	18 November 2021
Donegal GAA – MoU Signing	18 November 2021
IBEC/REC Focus Group Meeting	19 November 2021
Shared Island Meeting	22 November 2021

THEA Council Meeting	24 November 2021
Departmental Meeting/Shared Island	25 November 2021
Eurashe Board Meeting	1 December 2021
Meeting Charlie McConalogue	6 December 2021
THEA Meeting	8 December 2021
Shared Island Forum	9 December 2021
Jennifer Neff	9 December 2021
Minister Troy, Minister of State at the Department of Enterprise, Trade and Employment	10 December 2021
TURN Meeting	17 December 2021
Donegal Council LAG/LCDC Meeting	6 January 2022
Talent Solutions Meeting	6 January 2022
Annual Guidance Counsellors Meeting	20 January 2022
Tertiary Education Cluster Meeting	21 January 2022
Briefing – HEA Legislation	21 January 2022
LYIT/UU Meeting	24 January 2022
LK 2040 Project Consultation	24 January 2022
Bryden Meeting	25 January 2022
Shared Island Meeting	27 January 2022
Talent Solutions Meeting	28 January 2022
Innovators Under 35 Europe	3 February 2022
Talent Solutions Meeting	9 February 2022
Innovators Under 35 Europe Meeting	10 February 2022

APPENDIX 1

**CUA Monthly Updates
September 2020- February 2022**





CUA Monthly Update – September 2020

Date	Group/Meeting	Commentary
01 September	<i>Joint Governing Body Sub-committee</i>	<ul style="list-style-type: none"> • Updates provided on TU metrics, draft submission, TUTF application and CUA IR Fora. • Discussion on draft TU vision and mission.
01 September	<i>Health and Safety Sub-group</i>	<ul style="list-style-type: none"> • Terms of Reference approved. • Draft Work Plan under development.
03 September	<i>CUA TUI MoU Sub-group</i>	<ul style="list-style-type: none"> • Reviewed draft MoU document.
03 September	<i>Corporate Governance & Data Protection Sub-group</i>	<ul style="list-style-type: none"> • FOI officers to produce FOI policy/legislative inventory. • Recommendation re: adoption of Terms of Reference Joint GB Sub-committee. • Role of Data Protection Officers (DPOs) in engagement with CUA EduCampus discussed. • Changes required to CUA Data Sharing Protocol identified. • Request re: requirement for additional resources to complete DPIA on current CUA joint projects submitted to WG4.
03 September	<i>Human Resource Sub-group</i>	<ul style="list-style-type: none"> • HR Managers to advise re: state of readiness for mock audit. • Feedback on relevant position papers sought. • EDI Managers to collaborate on development of CUA EDI Values and Principles Framework.
03 September	<i>Kosi Corporation</i>	<ul style="list-style-type: none"> • Legal Due Diligence Review.
04 September	<i>Corporate Procurement Sub-group</i>	<ul style="list-style-type: none"> • Draft scoping document for mock audit reviewed.

		<ul style="list-style-type: none"> Request to present position paper to WG4 submitted.
07 September	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> Discussed review of draft policies, engagement with communications group and CUA updates.
07 September	<i>Fin Sub-group</i>	<ul style="list-style-type: none"> Landscape Submission Audit discussed. Financial Managers to meet offline to progress discussions on Business Process Alignment.
08 September	<i>IT Sub-group</i>	<ul style="list-style-type: none"> IT Managers to hold offline meeting to produce content for submission document. IT Managers to discuss engagement with CUA EduCampus Forum.
09 September	<i>EKE subgroup</i>	<ul style="list-style-type: none"> Additional content on Knowledge Exchange & Enterprise Development for submission document approved.
09 September	Working Group 1 and CUA SU Presidents	<ul style="list-style-type: none"> SU Presidents provided an updated on external review of SU structures and funding. Discussed communication and engagement with whole student body.
10 September	<i>BDO Consultants</i>	<ul style="list-style-type: none"> Review of Landscape Funding 2017 - 2019
10 September	<i>International Sub-group</i>	<ul style="list-style-type: none"> Reviewed draft Internationalisation Strategy Framework.
10 September	<i>Working Group 2</i>	<ul style="list-style-type: none"> Definition of Research Active reviewed. EKE content for RIE document reviewed and agreed. Draft CUA Code of Practice for Research approved for consultation at institute level.
10 September	<i>Working Group 4</i>	<ul style="list-style-type: none"> Procurement process for approving internal auditors using a fixed price quotation approved.

		<ul style="list-style-type: none"> • Progress of Due Diligence process discussed. • Corporate Procurement Sub- group to present their position paper at October meeting. • Terms of Reference of joint GB Sub-committee to be formally adopted at next meeting. • VPs Finance to attend meeting of same on a rotational basis. • Recommendation for additional support to be provided to Corporate Governance & Data Protection Sub-group to complete DPIAs on current or future joint CUA projects submitted to WG1 for consideration.
11 September	<i>Drafting Group</i>	<ul style="list-style-type: none"> • Review of draft document content.
14 September	<i>CUA TUI Agenda Group</i>	<ul style="list-style-type: none"> • Discussed and agreed agenda for CUA TUI IR Forum meeting.
14 September	<i>Estates Sub-group</i>	<ul style="list-style-type: none"> • Buildings and Estates Managers to produce position paper on proposed structure of the Estates Function. • Group to hold offline meeting to produce content for the submission document.
15 September	<i>Working Group 3</i>	<ul style="list-style-type: none"> • Review of activities of 6 sub- groups. • Reviewed progress re: draft submission, TU profile, mock audit, marks & standards draft document and Joint CUA Academic Council Sub-committee.
16 September	<i>Working Groups 1, 4 and Mazars Consultants</i>	<ul style="list-style-type: none"> • Presentation on Due Diligence Review.
16 September	<i>CUA PMSS Policy Review Sub-group</i>	<ul style="list-style-type: none"> • Reviewed draft policies.
17 September	<i>Students Union Sub-group</i>	<ul style="list-style-type: none"> • Reviewed progress to date. • Update provided on current review of SU future structures and funding.

17 September	<i>Learning & Teaching Sub-group</i>	<ul style="list-style-type: none"> Discussed submission document re: TU approach to Learning & Teaching document, draft Student Success Strategy Framework, Impact on Covid- 19 on Learning & Teaching.
17 September	<i>CUA and HEA</i>	<ul style="list-style-type: none"> Discussion regarding Technological Universities Transformation Fund (TUTF) application
18 September	<i>Drafting Group</i>	<ul style="list-style-type: none"> Review of draft document content, structure of table of contents and updates from group members
18 September	<i>National Negotiation Forum</i>	<ul style="list-style-type: none"> Updates provided by all TU consortia and TU Dublin on projects and engagement with TUI.
18 September	<i>CUA TUI MoU Sub-group</i>	<ul style="list-style-type: none"> Reviewed draft MoU document and discussion re: draft position papers
22 September	<i>Engagement and Knowledge Exchange (EKE) Sub-group</i>	<ul style="list-style-type: none"> Additional content on regional development support for integration into submission document reviewed and agreed. Additional content on need and benefits of TU for the region reviewed and agreed.
23 September	<i>Steering Group</i>	<ul style="list-style-type: none"> Update provided on Due Diligence Projects, draft submission, Joint Governing Body Sub-committee and Mock Audit. Reports presented on all Working Groups and Sub- groups.
23 September	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> Discussed draft MoU and draft position papers. Presidents agreed to hold a series of meetings with the TUI on the draft position papers on 7 October.
23 September	<i>Working Group 2</i>	<ul style="list-style-type: none"> Definition of Research Active agreed for submission purposes

		<ul style="list-style-type: none"> Review and approval of additional content to RIE document approved Agreement secured on engagement with researchers in advance of audit of staff qualifications
24 September	<i>International Managers</i>	<ul style="list-style-type: none"> Review of draft Internationalisation Framework Strategy
25 September	<i>Drafting Group</i>	<ul style="list-style-type: none"> Review of first draft and editing of document
28 September	<i>PM Team & Drafting Group</i>	<ul style="list-style-type: none"> Review of document, editing an arrangement for content editing and formatting
28 September	<i>Communication Sub-group</i>	<ul style="list-style-type: none"> Review of Communications Plan and Communication with external stakeholders External Engagement Presentation to be drafted Website FAQs in conjunction with PMSS IR Facilitators
30 September	<i>Communication Sub-group</i>	<ul style="list-style-type: none"> Prepared first draft of External Engagement presentation.
30 September	<i>Heads of School/Faculty Sub-group</i>	<ul style="list-style-type: none"> Discussed drafting principles for developing TU faculty structure, TU profile of programmes and Students mix (2021 –2025) and update on draft employability statements.

Notes:

- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.

CUA Project Management Team

- Dr Seán Duffy, Executive Project Lead, sean.duffy@cualliance.ie
- Anne-Marie McCormack, Data Analyst, AnneMarie.McCormack@cualliance.ie
- Colm McVeigh, CUA Administrator, CUA Office and IT Sligo, colm.mcveigh@cualliance.ie
- Ann Higgins, CUA Project Manager IT Sligo, higgins.ann@itsligo.ie
- Dr Shirley Wrynn, CUA Project Manager GMIT, shirley.wrynn@cualliance.ie
- Dr Ciarán Ó hAnnracháin, LYIT CUA Project Manager, ciaran.ohanrachain@cualliance.ie
- Catherine McNally, LYIT CUA Administrator, catherine.mcnally@lyit.ie
- Tracy Madden, GMIT CUA Administrator, tracy.madden@cualliance.ie

CUA Monthly Update – October 2020

Date	Group/Meeting	Commentary
01 October	<i>KOSI Corporation</i>	<ul style="list-style-type: none"> Legal Due Diligence Review
01 October	<i>International Sub-group</i>	<ul style="list-style-type: none"> Finalise sources of data for final framework document
01 October	<i>Finance Managers</i>	<ul style="list-style-type: none"> Commencement of Business Process Alignment
01 October	<i>BDO Consultants</i>	<ul style="list-style-type: none"> Review of Landscape Funding 2017 - 2019
02 October	<i>Drafting Group</i>	<ul style="list-style-type: none"> Review of draft document content
02 October	<i>WG4 and MH (Lead writer)</i>	<ul style="list-style-type: none"> Review of financial projections for inclusion in submission document
05 October	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> Discussed review of draft policies, engagement with communications group and CUA updates.
05 October	<i>Deloitte</i>	<ul style="list-style-type: none"> Preparations for Preliminary Audit of TU metrics
06 October	<i>Project Management Team and PMSS IR Facilitators</i>	<ul style="list-style-type: none"> Update on progress of TU project and draft submission document
06 October	<i>Joint Governing Body Sub-committee</i>	<ul style="list-style-type: none"> Updates provided on TU metrics, draft submission, TUTF application, TU Naming & Branding and CUA IR Fora
07 October	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> Daylong meeting to review seven draft position papers.
08 October	<i>Deloitte</i>	<ul style="list-style-type: none"> Preparations for Preliminary Audit of TU metrics
09 October	<i>PM Team and HR Managers</i>	<ul style="list-style-type: none"> Preparations for Preliminary Audit by Deloitte of TU staff related metrics
12 October	<i>Communication Sub-group</i>	<ul style="list-style-type: none"> Review of draft External Engagement presentation.
12 October	<i>Drafting Committee reps and admin support</i>	<ul style="list-style-type: none"> Preparations for issuing of draft submission document
13 October	<i>Working Group 3</i>	<ul style="list-style-type: none"> Workshop to finalise draft Examination Regulations Update on Student Services with particular reference to Counselling Services Sign-off on Combined Institutional Profile and 3- & 5-Year Projections Agree approach to GMT Special CUA Academic Council Agree Joint CUA Academic Council Sub-Committee Terms of Reference
13 October	<i>Health and Safety Sub-group</i>	<ul style="list-style-type: none"> Completed draft Work Plan Draft Safety Statement to be produced for inclusion in TU submission document

13 October	<i>Estates Sub-group</i>	<ul style="list-style-type: none"> • Agreement on revised content required for second draft of TU submission document
14 October	<i>Human Resource Sub-group</i>	<ul style="list-style-type: none"> • Preparations for mock audit discussed • HR Managers to produce additional content for second draft of submission document
14 October	<i>KOSI Corporation</i>	<ul style="list-style-type: none"> • Progress report on Legal Due Diligence
14 October	<i>Deloitte</i>	<ul style="list-style-type: none"> • Daily meeting to discuss mock audit
14 October	<i>Corporate Governance & Data Protection Sub-group</i>	<ul style="list-style-type: none"> • FOI officers to share existing documents to commence alignment process • Work to commence on prioritising alignment of key policies required for Day One • Communications Sub-group to develop draft CUA policy template for review by CG & DP sub-groups.
15 October	<i>Deloitte</i>	<ul style="list-style-type: none"> • Daily meeting to discuss mock audit
15 October	<i>IT Sub-group</i>	<ul style="list-style-type: none"> • IT Managers to revise content on Immersive Technology suite for second draft of submission document
15 October	<i>Corporate Procurement</i>	<ul style="list-style-type: none"> • Revise content for inclusion in second draft of submission document
16 October	<i>Drafting Group</i>	<ul style="list-style-type: none"> • Review of draft document content • Agreement to include testimonials from external stakeholders • Agreement to enlist services of graphic designer • Agreement on completion date for second draft document
16 October	<i>Deloitte</i>	<ul style="list-style-type: none"> • Daily meeting to discuss mock audit
19 October	<i>IBEC West and North West Regional Committees</i>	<ul style="list-style-type: none"> • Presentation by EPL and CUA Presidents to IBEC at specially convened meeting to support the CUA TU project.
19 October	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Core Procurement sub-group presented position paper, feedback provided • Final version of ToR for Joint Governing Body Sub-Committee to be circulated • AH to commence work on Corporate Services and Corporate Governance Alignment Plan
19 October	<i>Finance Sub-group</i>	<ul style="list-style-type: none"> • Initial work on Business Process Alignment reviewed

		<ul style="list-style-type: none"> Updated section of Chapter 6, to include two additional years of financial projections reviewed Meeting with WG4 to be scheduled in Jan to discuss Business Process Alignment plans
19 October	<i>Deloitte</i>	<ul style="list-style-type: none"> Daily meeting to discuss mock audit
19 October	<i>Working Group 2</i>	<ul style="list-style-type: none"> Review of Research Capacity Audit progress Progress Report of CUA Conference book presented Next steps for PRTC call agreed Potential for CUA Research environment developments discussed Agreement to clarify timeline with research active definition agreed Agreement to proceed with roll out of generic & transferable skills module
20 October	<i>BDO Consultants</i>	<ul style="list-style-type: none"> Review of Landscape Funding 2017 - 2019
20 October	<i>Deloitte</i>	<ul style="list-style-type: none"> Daily meeting to discuss mock audit
20 October	<i>Learning and Teaching Sub-group</i>	<ul style="list-style-type: none"> Review 4 appendices for TU submission Agreement to create a 5th Appendix – Reflections on Impact of Covid-19 on T&L Feedback on second Draft of TU Submission document
20 October	<i>Student Services Sub-group</i>	<ul style="list-style-type: none"> Agreement to send Employability Statement to IT Sligo Graphic Designer prior to Industry Engagement Update on Student Success Strategy Framework from T&L group Discussion on how to proceed with Student Services Framework
21 October	<i>Working Group 1, 2 and KOSI Corporation</i>	<ul style="list-style-type: none"> Review of Legal Due Diligence Project
21 October	<i>Deloitte</i>	<ul style="list-style-type: none"> Daily meeting to discuss mock audit
21 October	<i>CUA Steering Group</i>	<ul style="list-style-type: none"> Update provided on Due Diligence Projects, draft submission, Joint Governing Body Sub-committee and Preliminary Audit Reports presented on all Working Groups and Sub-groups.
21 October	<i>Working Group 1 and TUI</i>	<ul style="list-style-type: none"> Discussion focused on transitional organisation structure, issues relating to future merger, mission and vision and engagement of all stakeholders

21 October	<i>Heads of School/Faculty</i>	<ul style="list-style-type: none"> • Updates on L10 equivalences process • Review of Activities under Group Terms of Reference • Feedback on TU Submission document
22 October	<i>Deloitte</i>	<ul style="list-style-type: none"> • Daily meeting to discuss mock audit
22 October	<i>Communications Sub-group</i>	<ul style="list-style-type: none"> • External engagement presentation finalised
22 October	<i>International Sub-group</i>	<ul style="list-style-type: none"> • Workshop in Internationalisation Strategy Framework
23 October	<i>Drafting Group</i>	<ul style="list-style-type: none"> • Review of progress and revisions to second draft document
23 October	<i>Deloitte</i>	<ul style="list-style-type: none"> • Daily meeting to discuss mock audit
23 October	<i>Special GMIT Academic Council on CUA</i>	<ul style="list-style-type: none"> • Extended meeting attended by CUA Presidents, VPs Academic Affairs & Registrars, Executive Project Lead and Project Managers. • Focus on CUA update including submission document, draft mission, vision & values, CUA online policy (iNOTE), draft CUA Examination Regulations and CUA Academic council sub-committee terms of reference. • Updates provides on Working Groups 1, 2 & 3 and Level 10 equivalencies process.
26 October	<i>Deloitte</i>	<ul style="list-style-type: none"> • Daily meeting to discuss mock audit
27 October	<i>Working Group 2</i>	<ul style="list-style-type: none"> • Consensus reached on the integration of feedback for the Research & Innovation chapter of the draft TU submission document • Consensus reached on the approach to be taken for the CUA research strategy portion of document
27 October	<i>PMSS IR Facilitators and Executive Project Lead</i>	<ul style="list-style-type: none"> • Meeting to review engagement of PMSS IR Facilitators and CUA Working-groups and Sub-groups.
27 October	<i>Principal Officers in Department of Further and Higher Education, Research, Innovation and Science and Executive Project Lead</i>	<ul style="list-style-type: none"> • Review of progress on CUA TU project
28 October	<i>Drafting Committee reps and admin support</i>	<ul style="list-style-type: none"> • Final preparations for issuing of draft submission document
29 October	<i>iNOTE Work Package Leads</i>	<ul style="list-style-type: none"> • Review of progress of iNOTE Work Packages 1 - 5

Notes:

[1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.

[2] CUA Project Management Team meet on a weekly basis.

CUA Project Management Team

- Dr Seán Duffy, Executive Project Lead, sean.duffy@cualliance.ie
- Anne-Marie McCormack, Data Analyst, AnneMarie.McCormack@cualliance.ie
- Colm McVeigh, CUA Administrator, CUA Office and IT Sligo, colm.mcveigh@cualliance.ie
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CUA Monthly Update – November 2020

Date	Group/Meeting	Commentary
02 November	<i>iNOTE Steering Committee</i>	<ul style="list-style-type: none"> Reviewed updates from Work Packages 1, 2 & 3 and overall project progress. Follow up meeting to be scheduled in early 2021
03 November	<i>Joint Governing Body Sub- Committee</i>	<ul style="list-style-type: none"> Feedback on second draft of submission document discussed Suggestion for need for Executive Summary noted and agreed
04 November	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> Discussed development of policies, engagement with communications group and other CUA groups
05 November	<i>International Sub-group</i>	<ul style="list-style-type: none"> Reviewed draft Internationalisation Framework
05 November	<i>Students Union</i>	<ul style="list-style-type: none"> Review of Constitution and interim Plans for transition
05 November	<i>Drafting Group/Graphic Designer</i>	<ul style="list-style-type: none"> Reviewed content, chapter layouts and schedule
06 November	<i>Drafting Group</i>	<ul style="list-style-type: none"> Reviewed content, chapter layouts and feedback
09 November	<i>International Sub-group</i>	<ul style="list-style-type: none"> Feedback session on latest draft Internationalisation Framework
09 November	<i>Deloitte</i>	<ul style="list-style-type: none"> Daily meeting to discuss mock audit
09 November	<i>BDO</i>	<ul style="list-style-type: none"> Landscape Submission Funding
10 November	<i>Deloitte</i>	<ul style="list-style-type: none"> Daily meeting to discuss mock audit
10 November	<i>Communication Sub-group</i>	<ul style="list-style-type: none"> Agree plan for recording Students' Unions Presidents video
11 November	<i>Deloitte</i>	<ul style="list-style-type: none"> Daily meeting to discuss mock audit
11 November	<i>Working Group 3</i>	<ul style="list-style-type: none"> Agree Counselling Services Review Terms of Reference Review Common Consent Framework Review iNOTE Policy for Flexible and Online Learning Review HOS/F proposed faculty structure
11 November	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> Reviewed progress of position paper sub-groups
12 November	<i>Heads of School/Faculty</i>	<ul style="list-style-type: none"> Agree transitions guiding principles Propose detailed faculty structure

13 November	<i>Drafting Group</i>	<ul style="list-style-type: none"> • Agreement to seek expressions of support from external stakeholders incl. Alumni for inclusion in submission document • Process to engage independent external editor for submission document initiated
13 November	<i>Student Services Sub-group</i>	<ul style="list-style-type: none"> • Agree Student Services Framework template for data gathering
16 November	<i>Deloitte</i>	<ul style="list-style-type: none"> • Daily meeting to discuss mock audit
16 November	<i>Drafting Group/Graphic Designer</i>	<ul style="list-style-type: none"> • Reviewed content, chapter layouts and revised schedule
17 November	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> • Reviewed progress of position paper sub-groups
17 November	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Discussed and reviewed legal due diligence process • Discussion on alignment of financial plans with academic plans. Agreed with prudent assumptions underpinning consolidated financial planning exercise. • Recommended the inclusion of a brief statement addressing any additional costs arising from future agreements with staff representatives.
17 November	<i>BDO Consultants</i>	<ul style="list-style-type: none"> • Review of Landscape Funding 2017 - 2019
17 November	<i>Working Group 2</i>	<ul style="list-style-type: none"> • Discussion on next steps with CUA Draft Code of Practice • Discussion on future supports needed for the management of the CUA Research Environment • Agreement to scope potential needs • Agreement to scope tender process for RGM-CRIS System
18 November	<i>Working Group 3</i>	<ul style="list-style-type: none"> • Agree Learning and Teaching Framework • Approve Employability Statement • Review HOS/F Faculty Structures proposal • Review Chapter 4 of TU Submission

18 November	<i>CUA Steering Group</i>	<ul style="list-style-type: none"> • Update provided on all CUA projects and drafting of second version of submission document • Reports presented on all Working Groups and Sub-groups
19 November	<i>Working Groups 1, 2, 3 & 4</i>	<ul style="list-style-type: none"> • Discussion and review of common elements of submission document
20 November	<i>CUA TUI</i>	<ul style="list-style-type: none"> • Reviewed progress to date agreed a revised meeting scheduled and sub-group meeting schedule
20 November	<i>Working Group 2</i>	<ul style="list-style-type: none"> • Discussion and agreement on Research Strategy section for inclusion in Submission Document
20 November	<i>Drafting Group</i>	<ul style="list-style-type: none"> • Reviewed feedback on second draft, revised content and discussed drafting schedule
23 November	<i>Communication Sub-group</i>	<ul style="list-style-type: none"> • Development of CUA naming & brand development project plan for submission to WG1 for approval
23 November	<i>Health and Safety Sub-group</i>	<ul style="list-style-type: none"> • Work to commence on production of a template for draft CUA/TU safety statement • Discussed key polices required for day one activities, full list and action plan to be developed in January 2020
24 November	<i>Drafting Group/Graphic Designer</i>	<ul style="list-style-type: none"> • Discussed revisions following second draft, discussed imagery and layout
25 November	<i>Working Group 3</i>	<ul style="list-style-type: none"> • Detailed Review and Feedback session on Chapter 4 of TU Submission
25 November	<i>Northern & Western Regional Assembly</i>	<ul style="list-style-type: none"> • Discussed update on CUA TU project as part of Regional Spatial and Economic Strategy
25 November	<i>Corporate Governance and Data Protection Sub-group</i>	<ul style="list-style-type: none"> • Recommended improvement in internal communications on CUA related matters • DPOs to close out a number of outstanding compliance issues with CUA DA. • All personal data included in survey on Community Engagement to be redacted before inclusion in submission document.

25 November	<i>HR Sub-group</i>	<ul style="list-style-type: none"> • Discussed and reviewed HR/EDI content for the submission document • Request for additional resources to support HR sub-group submitted to WG1/4 for consideration.
26 November	<i>IT Sub-group</i>	<ul style="list-style-type: none"> • Discussed and reviewed IT content for the submission document • IT Managers to discuss arrangements for facilitating CUA webinar • Discussed registration of domain names • Endorsed recommendation seeking improved internal communications on CUA developments
26 November	<i>Corporate Procurement Sub- group</i>	<ul style="list-style-type: none"> • Agreed minor revisions to Corporate Procurement Alignment plan • Endorsed recommendation seeking improved internal communications on CUA developments • Provided suggestions for consideration by the Comms SG
26 November	<i>Students' Union Sub-group</i>	<ul style="list-style-type: none"> • Discussed and reviewed SU content for submission document • Update provided on draft reports
27 November	<i>CUA TUI</i>	<ul style="list-style-type: none"> • Reviewed progress to date re: position paper sub-groups
27 November	<i>Estates Sub-group</i>	<ul style="list-style-type: none"> • Agreed to provide revised content for the submission document • Work ongoing on position paper on proposed structure of Buildings and Estates function in TU • Endorsed recommendation with regard to requirement for improved internal communications on CUA developments
27 November	<i>Finance Sub-group</i>	<ul style="list-style-type: none"> • Meeting to be scheduled with representatives from TUD to share learnings on transition matters • Agreed to commence work on establishing budgetary process for TUTF monies • Endorsed recommendation with regard to requirement for improved

		internal communications on CUA developments
30 November	<i>GMIT All Staff Meeting</i>	<ul style="list-style-type: none"> • Update on metrics • Update on submission document content & revised submission timeline • Update on next steps CUA Project
30 November	<i>Project Group</i>	<ul style="list-style-type: none"> • HCI HigherEd 4.0 Briefing Session

Notes:

- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.

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CUA Monthly Update – December 2020

Date	Group/Meeting	Commentary
02 December	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> Discussed development of policies, engagement with communications group and other CUA groups
02 December	<i>Communications Sub-group</i>	<ul style="list-style-type: none"> Agreed proposal for brand development and brand identity project Discussed progress of FAQs for CUA website
03 December	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> Reviewed progress of position paper sub-groups Discussed scheduling of meetings
03 December	<i>Deloitte</i>	<ul style="list-style-type: none"> Progress update on preliminary audit of TU metrics
03 December	<i>Working Group 3</i>	<ul style="list-style-type: none"> TU Submission Document Review
03 December	<i>Working Group 4</i>	<ul style="list-style-type: none"> Reviewed update from and progress of 7 Sub-groups aligned to WG4 Requested production of TUTF budget plan with associated cost centres for review in January Issued recommendations with regard to financial stability of TU, release of funds from TUTF to cover costs incurred in pursuit of TU designation in 2020, compilation of response to NDP and approval of request for additional resources from HR Subgroup.
03 December	<i>Joint Governing Body Sub-committee</i>	<ul style="list-style-type: none"> Feedback on third draft of submission document discussed Update provided on CUA project
04 December	<i>Drafting Committee</i>	<ul style="list-style-type: none"> Review feedback of latest draft
07 December	<i>iNOTE Work Package Leads</i>	<ul style="list-style-type: none"> Review of communications with HEA re: reprofiled 2020 budget
08 December	<i>CUA TUI</i>	<ul style="list-style-type: none"> Reviewed progress to date re: position paper sub-groups and agreed next steps
08 December	<i>Drafting Group & Graphic Designer</i>	<ul style="list-style-type: none"> Reviewed content, imagery and feedback of latest proof
09 December	<i>Working Group 3</i>	<ul style="list-style-type: none"> Review of Appendices and Supplementary Documents
09 December	<i>Heads of Schools / Faculties</i>	<ul style="list-style-type: none"> Sign off on section for Submission Document

10 December	<i>IBEC – Regional Insights Series</i>	<ul style="list-style-type: none"> • West & North West Discussion group focus on TU
14 December	<i>Project Management Team</i>	<ul style="list-style-type: none"> • Review of Level 10 Equivalency process
14 December	<i>Deloitte & PM Team</i>	<ul style="list-style-type: none"> • Review of Level 10 Equivalency audit
14 December	<i>Working Group 2</i>	<ul style="list-style-type: none"> • Discussion on procurement of RIMS • HEAnet cRIS files discussed • Preliminary PRTC project timeline presented • Potential requirements for future CUA professional research management structure discussed • WG2 projects budget discussed
15 December	<i>Project Management Team</i>	<ul style="list-style-type: none"> • Review of submission document proof
15 December	<i>Students Union Sub-group</i>	<ul style="list-style-type: none"> • Review of content for submission document • Interim Plans for transition • Engagement with External Adviser and • Communications Plan 2021
16 December	<i>Working Group 3</i>	<ul style="list-style-type: none"> • Progress Update
16 December	<i>Deloitte & PM Team</i>	<ul style="list-style-type: none"> • Daily meeting to discuss preliminary audit of Level 10 Equivalency
16 December	<i>CUA Steering Group</i>	<ul style="list-style-type: none"> • Update provided on all CUA projects and drafting of second version of submission document • Reports presented on all Working Groups and Sub-groups
17 December	<i>CUA TUI</i>	<ul style="list-style-type: none"> • Update on position paper subgroups and agreed meeting date and planned next steps
18 December	<i>Drafting Group</i>	<ul style="list-style-type: none"> • Reviewed proof of submission document and expression of support

Notes:

[1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.

[2] CUA Project Management Team meet on a weekly basis.

CUA Management and TUI held a series of sub-group meetings to review draft position papers throughout December.

CUA Monthly Update – January 2021

Date	Group/Meeting	Commentary
11 January	<i>Working Group 2</i>	<ul style="list-style-type: none"> • Feedback on V5 of Submission Document reviewed & inclusion agreed • Focus of WG2 reviewed & discussed • Nominees for Postgraduate Education & Training (PET) subgroup agreed • RIMS project update and next steps agreed • PRTC project update • WG2 budget for 2021 agreed in principle
12 January	<i>CUA Management Meeting – TUI Position Papers</i>	<ul style="list-style-type: none"> • Review of draft position papers and related annotated feedback
13 January	<i>CUA TUI Position Paper Sub-Group Meeting</i>	<ul style="list-style-type: none"> • AM and PM meetings to discuss draft position papers
13 January	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> • Discussed engagement with Communications sub-group and CUA Working groups and sub-groups • Drafting of Letter of Comfort/Understanding
14 January	<i>CUA TUI Position Paper Sub-Group Meeting</i>	<ul style="list-style-type: none"> • Daylong meeting to discuss draft position papers
15 January	<i>CUA TUI Meeting</i>	<ul style="list-style-type: none"> • Review of progress on draft position papers
15 January	<i>Deloitte</i>	<ul style="list-style-type: none"> • Progress update on preliminary audit of TU metrics and drafting of audit report
15 January	<i>Project Management Team</i>	<ul style="list-style-type: none"> • Review feedback of draft (Dec. 18th) • Meeting with Graphic Designer • Incorporation of feedback from CUA Equality, Diversity and Inclusion (EDI) Managers
19 January	<i>Communications Sub-group</i>	<ul style="list-style-type: none"> • Reviewed draft tender for naming and brand development project

		<ul style="list-style-type: none"> Reviewed progress of FAQs for CUA website
20 January	<i>CUA TUI Position Paper Sub-Group Meeting</i>	<ul style="list-style-type: none"> Daylong meeting to discuss draft position papers
20 January	<i>Deloitte</i>	<ul style="list-style-type: none"> Progress update on preliminary audit, review of queries re: level 10 equivalencies
21 January	<i>CUA TUI Position Paper Sub-Group Meeting</i>	<ul style="list-style-type: none"> Daylong meeting to discuss draft position papers
22 January	<i>Communications Sub-group</i>	<ul style="list-style-type: none"> Finalise spec for draft tender for naming and brand development project
25 January	<i>University Industry Innovation Network (UIIN), GMIT President, Executive Project Lead and WG2</i>	<ul style="list-style-type: none"> Discussion on UIIN accelerator programme to develop benchmarking experience and engagement with other university partners
25 January	<i>Brand Development Tender, Corporate Procurement Officers and ITS CUA PM</i>	<ul style="list-style-type: none"> Review tender documentation for Name and Brand development (Lot 1) and Brand and Name Design (Lot 2)
26 January	<i>PMSS IR Facilitators, Executive Project Lead and IT Sligo CUA PM</i>	<ul style="list-style-type: none"> Review of PMSS feedback on draft submission document Update on FAQs Schedule of meetings with Working groups and Sub-groups
27 January	<i>Working Group 2 (Single Item Agenda – Procurement of Research Information Management system)</i>	<ul style="list-style-type: none"> Six RIMS systems available through HEANet Framework presented and discussed Summary costings presented Feedback from meeting with HEANet and Waterford IT discussed Agreement to further compare Clarivate, Elsevier Pure and Vidatum
29 January	<i>Project Management Team</i>	<ul style="list-style-type: none"> Review of final feedback and edits for Graphic Designer re: Submission Document

Notes:

- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.
- [3] CUA Management and TUI held a series of sub-group meetings to review draft position papers throughout December and January.

CUA Project Management Team

- Dr Seán Duffy, Executive Project Lead, sean.duffy@cualliance.ie
- Anne-Marie McCormack, Data Analyst, AnneMarie.McCormack@cualliance.ie
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CUA Monthly Update – February 2021

Date	Group/Meeting	Commentary
01 February	<i>Human Resource Sub-group</i>	<ul style="list-style-type: none"> • HR Managers to hold offline meeting to produce Sub-group Work Plan 21 and resource requirements.
01 February	<i>Corporate Governance and Data Protection Sub-group</i>	<ul style="list-style-type: none"> • FOI and Data Protection Officers to hold offline meeting to agree Day One priority list and commence Business Process Alignment (BPA). • Recommendation on need for improved internal communications on CUA developments reiterated.
02 February	<i>CUA Edu-Campus</i>	<ul style="list-style-type: none"> • Discussed Business Process Alignment (BPA) key tasks for designation day. • MIS and BPA priorities and planning for transition period. • Scheduled meeting of CUA Edu Campus Meeting 03.03.2021.
02 February	<i>Corporate Procurement Subgroup</i>	<ul style="list-style-type: none"> • Brand development tender discussed. • Position paper to be updated as recommended by WG4. • Recommended the establishment of Corporate Services Integration Sub-group. • Recommendation on need for improved internal communications on CUA developments reiterated.
03 February	<i>Estates Sub-Group</i>	<ul style="list-style-type: none"> • Buildings and Estates Managers to hold off line meeting to produce Sub-group Work Plan 21 and presentation for March meeting of WG4. • Recommended the establishment of Corporate Services Integration Sun-group.
		<ul style="list-style-type: none"> • Recommendation on need for improved internal communications on CUA developments reiterated.

03 February	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> Reviewed progress to date on MoU and draft position papers.
03 February	<i>CUA TUI Position Paper SubGroup</i>	<ul style="list-style-type: none"> Meeting to discuss draft position papers
04 February	<i>Health & Safety Sub-Group</i>	<ul style="list-style-type: none"> H&S Officers to compile policy inventory and identify Day One priorities. H&S Officers to hold off line meeting to complete draft TU Safety Statement, commence work on policy harmonisation and propose structure for H&S function. Recommended the establishment of Corporate Services Integration Sub-group. Recommendation on need for improved internal communications on CUA developments reiterated.
04 February	<i>IT Sub-Group</i>	<ul style="list-style-type: none"> IT Managers to hold off line meeting to produce Sub-group Work Plan 21 and resource requirements. Recommended the establishment of Corporate Services Integration Sub-group. Recommendation on need for improved internal communications on CUA developments reiterated.
05 February	<i>PRTC Institutional Leaders Meeting</i>	<ul style="list-style-type: none"> Updates on EOI Details of Full Submission Process
09 February	<i>CUA HEA</i>	<ul style="list-style-type: none"> Quarterly review of Year 1 Technological University Transformation Fund (TUTF)
10 February	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> Discussed engagement with CUA Working groups and sub-groups Drafting of Letter of Comfort/Understanding Internal Communications Plan
10 February	<i>Working Group 3</i>	<ul style="list-style-type: none"> Agreed Process for Joint Academic Council Subcommittee Agreed Process for Counselling Review
		<ul style="list-style-type: none"> Agreed Compact and Dialogue CUA Common Objectives

10 February		<ul style="list-style-type: none"> • Agreed extension to contract of consultant to SU Sub-Group • Signed off on two additional Supplementary Documents for TU Submission • Discussed TUTF Process • Overview of EduCampus Project
	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Agreed to engage with Deloitte to conduct a Risk Register for the amalgamation process. • Budget approval process for dispersal of TUTF funds reviewed. • Endorsed recommendation to establish Corporate Services Integration Sub Group.
10 February	<i>CUA TUI Position Paper SubGroup</i>	<ul style="list-style-type: none"> • Meeting to discuss draft position papers
11 February	<i>GMIT All Staff meeting</i>	<ul style="list-style-type: none"> • CUA Update by Executive Project Lead
11 February	<i>Communication Sub-group</i>	<ul style="list-style-type: none"> • Internal Communication Plan • CUA Newsletter – 5 news items • Drafting common CUA press releases
11 February	<i>CUA TUI Position Paper SubGroup</i>	<ul style="list-style-type: none"> • Meeting to discuss draft position papers
15 February	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Budget approval process for TUTF funds approved.
16 February	<i>Joint Governing Body Subcommittee</i>	<ul style="list-style-type: none"> • CUA updated provided including; Deloitte Audit report, Naming & Branding Tender, finalisation of Due Diligence process, Engagement with Edu Campus and update on draft submission document.
17 February	<i>CUA Steering Group</i>	<ul style="list-style-type: none"> • CUA Update • Update provided from all Working groups
18 February	<i>Brand Development</i>	<ul style="list-style-type: none"> • Discussion with LYIT on managing procurement process for CUA Naming & Brand Development Tender
19 February	<i>TUTF & Working Groups</i>	<ul style="list-style-type: none"> • Explanation of budget approval process to representatives of Working Groups.
24 February	<i>CUA TUI Agenda Group</i>	<ul style="list-style-type: none"> • Review of progress on MoU and outline of next steps

25 February	<i>International Sub-Group</i>	<ul style="list-style-type: none"> Reviewed Internationalisation Strategy Framework and agreed final amendments
26 February	<i>TUTF & Working Groups</i>	<ul style="list-style-type: none"> Developed Draft TUTF 3-year Internationalisation Plan Year 1 TUTF budget allocation briefing

Notes:

- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.
- [3] CUA Management and TUI held a series of sub-group meetings to review draft position papers throughout December, January and February.

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CUA Monthly Update – March 2021

Date	Group/Meeting	Commentary
02 March	<i>Deloitte</i>	<ul style="list-style-type: none"> • Draft terms of reference for Risk Register TU amalgamation process
02 March	<i>CUA & HEA</i>	<ul style="list-style-type: none"> • Discussion re: 2020 Landscape Funding and 2020/2021 TUTF
02 March	<i>CUA Edu Campus Forum</i>	<ul style="list-style-type: none"> • TU Project Plan • Business Process Alignment
02 March	<i>Learning and Teaching Sub-Group</i>	<ul style="list-style-type: none"> • TUTF Year 1 & Year plan • Preparation for TU Submission and panel Visit
03 March	<i>CUA EduCampus Forum</i>	<ul style="list-style-type: none"> • Project Overview
04 March	<i>Students' Union Sub-Group</i>	<ul style="list-style-type: none"> • Agreedo Video Communication • Update on Constitution and Structure proposals
04 March	<i>University Industry InnovationNetwork (UIIN)</i>	<ul style="list-style-type: none"> • Planning for UIIN accelerator programme to develop benchmarking experience and engagement with other university partners
08 March	<i>Corporate Governance & Data Protection Sub-Group</i>	<ul style="list-style-type: none"> • Actions to finalise Cookies Compliance on CUA website agreed • Business Process Alignment (BPA) Day One Checklist discussed
08 March	<i>Human Resources Sub-Group</i>	<ul style="list-style-type: none"> • Actions to finalise TUTF Year 2 submission agreed • BPA Day One Checklist discussed • Engagement with EduCampus discussed
09 March	<i>Corporate Procurement Sub-Group</i>	<ul style="list-style-type: none"> • Actions to finalise TUTF Yr 2 submission agreed • BPA Day One Checklist discussed • Procurement process for Brand Development and Naming confirmed
09 March	<i>Student Services Sub-Group</i>	<ul style="list-style-type: none"> • Student Services Strategy Framework updates • Sub-group re-configuration
09 March	<i>CUA and PMSS Unions</i>	<ul style="list-style-type: none"> • Review of draft Letter of Understanding

10 March	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> • Discussed engagement with CUA Working groups and sub-groups • Drafting of Letter of Understanding • Internal Communications Plan • Preparation for international Panel visit
10 March	<i>Estates Sub-Group</i>	<ul style="list-style-type: none"> • Actions to finalise TUTF Year 2 submission agreed
11 March	<i>Working Group 3</i>	<ul style="list-style-type: none"> • Counselling Review TOR • Joint Academic Council TOR • Student Services Outputs and Reconfiguration
11 March	<i>Finance Sub-Group</i>	<ul style="list-style-type: none"> • Actions to finalise TUTF Year 2 submission agreed • BPA Day One Checklist discussed • Engagement with EduCampus discussed • FMS upgrades discussed
12 March	<i>CUA TUI Agenda Group</i>	<ul style="list-style-type: none"> • Review of progress on MoU and draft position papers • Planning for next stages of negotiations
12 March	<i>Health & Safety Sub-Group</i>	<ul style="list-style-type: none"> • Actions to finalise TUTF Year 2 submission agreed • BPA Day One Checklist discussed • Engagement with EduCampus discussed • Draft TU Safety Statement reviewed and circulated to relevant SGs for feedback • Agreement reached on content for CUA newsletter
18 March	<i>Working Group 2 and TUI</i>	<ul style="list-style-type: none"> • Discussion on the development of Postgraduate Research Training Centres (PRTCs)
18 March	<i>Heads of Faculty / School</i>	<ul style="list-style-type: none"> • Review of Activities • Preparation for Submission and International Panel • Planning for HOD Meetings
19 March	<i>Northern and Western Regional Assembly</i>	<ul style="list-style-type: none"> • Update on CUA TU Project (EPL)
22 March	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Discussion on TUTF budget submission • Decision to adopt a minimal approach to systems integration for Day One, with focus to

		<p>ensure all legal and statutory requirements are met</p> <ul style="list-style-type: none"> • Progress on CUA Risk Register discussed • Agreement on commencement of BPA reached – preparation of Day One Checklist by all SGs for review at April meeting • Agreement to share Financial Projections March 31st, updated consolidated Financial Planning exercise to commence • Agreement to share Governance Statements, Internal Control documents and Finance Memorandum
22 March	<i>Communication Sub-group</i>	<ul style="list-style-type: none"> • Update on Naming & Branding Tender • Planning & drafting re: CUA Newsletter (issue 2) • Inputs re: TUTF budgets and year 2 plans
23 March	<i>CUA Steering Group</i>	<ul style="list-style-type: none"> • CUA Update • Update provided from all Working groups • Discussion of International Panel visit structure and related issues
23 March	<i>Joint Governing Body Sub-committee</i>	<ul style="list-style-type: none"> • CUA updated provided including; Engagement with Unions, Naming & Branding Tender, finalisation of Due Diligence process, Engagement with Edu Campus, TUTF, Deloitte Audit Risk Register and update on son to be established CUA Joint Academic council Sub-committee
24 March	<i>Working Group 3</i>	<ul style="list-style-type: none"> • TUTF Year 1 & 2 Plan
24 March	<i>Working Group 2</i>	<ul style="list-style-type: none"> • Plan to address future composition of WG2 for Transition Phase of TU project agreed • Need for additional subgroups of WG2 agreed and outlined • Updates to PRTP call guidance document agreed • Agreement to scope the strategic development and structures required for future TUTTO

26 March	<i>Corporate Governance & DP Sub-Group</i>	<ul style="list-style-type: none"> Completed Day One Essential Checklist
26 March	<i>Corporate Procurement Sub-Group</i>	<ul style="list-style-type: none"> Completed Day One Essential Checklist
29 March	<i>Communication Sub-group</i>	<ul style="list-style-type: none"> TUTF years 1 & 2 budget and resource plans
31 March	<i>CUA Edu Campus Forum</i>	<ul style="list-style-type: none"> Agreement on Stakeholder Engagement Session Discussion on project timelines and resource requirements EduCampus to provide status update of systems alignment CUA to provide agreed list of FMS upgrades

Notes:

- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.
- [3] CUA Management and TUI held a series of sub-group meetings to review draft position papers throughout December, January, February and March.

CUA Project Management Team

- Dr Seán Duffy, Executive Project Lead, sean.duffy@cualliance.ie
- Anne-Marie McCormack, Data Analyst, AnneMarie.McCormack@cualliance.ie
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- Catherine McNally, LYIT CUA Administrator, catherine.mcnally@lyit.ie
- Tracy Madden, GMIT CUA Administrator, tracy.madden@cualliance.ie

CUA Monthly Update – April 2021

Date	Group/Meeting	Commentary
7 April	<i>Enterprise & Knowledge Exchange Sub-group (InnovationManagers)</i>	<ul style="list-style-type: none"> Evidence of Acting as One Framework of Business alignment plan
09 April	<i>CUA Edu Campus Forum</i>	<ul style="list-style-type: none"> TU Project Plan Business Process Alignment
12 April	<i>iNOTE Steering Committee</i>	<ul style="list-style-type: none"> Review of Work Packages 1 – 4 Discussion and preparation for WP5
12 April	<i>Corporate Governance and Data Protection SG</i>	<ul style="list-style-type: none"> Reviewed first draft of Day One Checklist (BPA)
12 April	<i>Human Resources Sub-group</i>	<ul style="list-style-type: none"> Reviewed first draft of Day One Checklist (BPA) Agreement by EDI Managers to produce video on Athena Swan for CUA newsletter.
13 April	<i>TURN (HEA)</i>	<ul style="list-style-type: none"> TU Consortia Updates TUTF Updates
13 April	<i>Corporate Procurement Sub-group</i>	<ul style="list-style-type: none"> Reviewed first draft of Day One Checklist (BPA)
13 April	<i>Student Services Sub-group</i>	<ul style="list-style-type: none"> Sign off on Student Services Strategy Framework Preparation for International Panel Visit Prioritisation on TUTF
13 April	<i>Learning & Teaching Sub-group</i>	<ul style="list-style-type: none"> Preparation for International Panel Proposals for TUTF Yr 1 & Yr 2
14 April	<i>Working Group 2</i>	<ul style="list-style-type: none"> PRTP information session for all applicants
14 April	<i>Finance Sub-group</i>	<ul style="list-style-type: none"> Reviewed first draft of Day One Checklist (BPA)
14 April	<i>Working Group 3</i>	<ul style="list-style-type: none"> Joint Academic Council Membership Marks and Standards V2
15 April	<i>PM/Communication Sub-group</i>	<ul style="list-style-type: none"> Evaluation of TU Naming and Branding Tenders
15 April	<i>International Sub-group</i>	<ul style="list-style-type: none"> Final Sign off on Draft Internationalisation Framework TUTF Plans Preparation for International Panel

15 April	<i>Students' Union Sub-group</i>	<ul style="list-style-type: none"> • Plan of Action for Transition to new SU Executives • Preparation for International Panel • Communications Video
16 April	<i>Health and Safety Sub-group</i>	<ul style="list-style-type: none"> • Reviewed first draft of Day One Checklist (BPA) • Reviewed feedback on draft TU Safety Statement
19 April	<i>Enterprise & Knowledge Exchange Sub-group</i>	<ul style="list-style-type: none"> • Preparation for International Panel Visit • Business Process Alignment Plan Discussion
20 April	<i>Estates Sub-group</i>	<ul style="list-style-type: none"> • Reviewed first draft of Day One Checklist (BPA)
21 April	<i>Working Group 3</i>	<ul style="list-style-type: none"> • Counselling review consultant's appointment process • Student Consent Working Group agreed • Proposals to Academic Councils agreed (JAC membership and M&S) • Approval of Sub-group strategy frameworks
21 April	<i>Enterprise & Knowledge Exchange Sub-group (Innovation Managers)</i>	<ul style="list-style-type: none"> • Evidence of Action as One update • Business Process Alignment update
21 April	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Engagement with representatives from Sub-group on BPA and Day One Checklist • Recommended seeking services of legal expert to review BPA checklist • Recommended appointment of procurement specialist to develop procurement strategy • Agreement reached on approach to policy alignment and TUTF fund dispersal
21 April	<i>PM/Communication Sub-group</i>	<ul style="list-style-type: none"> • Evaluation of TU Naming and Branding Tenders
22 April	<i>Working Group 2</i>	<ul style="list-style-type: none"> • TUTF budget review
22 April	<i>Heads of School / Faculty</i>	<ul style="list-style-type: none"> • Preparation for International Panel • Review of documentary evidence of collaboration • Planning for joint HOF / HOD Meeting
22 April	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> • Review and approval of MoU and position papers

26 April	<i>Communication Sub-group</i>	<ul style="list-style-type: none"> • Review of communication plan • CUA Newsletter (Issue 3) • Script for CUA Newsletter video (Presidents Update)
26 April	<i>IT Sub-group</i>	<ul style="list-style-type: none"> • Reviewed first draft of Day One Checklist (BPA)
27 April	<i>Working Group 2</i>	<ul style="list-style-type: none"> • TUTF Budget reporting requirements approach agreed
28 April	<i>CUA Steering Group</i>	<ul style="list-style-type: none"> • CUA Update • Update provided from all Working groups • Discussion of International Panel visit structure and related issues
28 April	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Follow up discussion with Sub-group representatives on BPA.
28 April	<i>CUA/HEA</i>	<ul style="list-style-type: none"> • Discussion of TUTF Year 1 funding • Review of Year 1 & Year 2 work packages
29 April	<i>Joint Meeting - Head of School and Heads of Department</i>	<ul style="list-style-type: none"> • Overview of TU Submission, International Panel, TUTF and Transitions plans • Breakout discipline sessions for collaboration

Notes:

- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.
- [3] CUA Management and TUI held a series of sub-group meetings to review draft position papers throughout December, January, February, March and April.

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CUA Monthly Update – May 2021

Date	Group/Meeting	Commentary
04 May	<i>LYIT Executive Board</i>	<ul style="list-style-type: none"> • CUA Update provided by Project Manager and Executive Project Lead
04 May	<i>Student Services Sub-Group</i>	<ul style="list-style-type: none"> • Agreement of TUTF Year 1 Projects • Preparation for International Panel
05 May	<i>Working Group 2</i>	<ul style="list-style-type: none"> • FAQ session on PRTP Call
06 May	<i>BDO Consultants</i>	<ul style="list-style-type: none"> • Review of HEA Landscape Funding 2016 -2019 • Review of draft funding report
06 May	<i>Deloitte</i>	<ul style="list-style-type: none"> • Preparations for Risk Register (Amalgamation Process) Workshops
06 May	<i>International Sub-Group</i>	<ul style="list-style-type: none"> • Agreement on TUTF Year 1 Project • Language Policy Presentation • Enterprise Ireland / Education Ireland Strategic Marketing Review process agreed • Preparation for International Panel
10 May	<i>Learning and Teaching Sub-Group</i>	<ul style="list-style-type: none"> • Agreement on TUTF Year 1 Projects • Preparation for International Panel
10 May	<i>Corporate Governance and DataProtection Sub-Group</i>	<ul style="list-style-type: none"> • Status update on BPA, regular meetings scheduled within functional areas to continue to work through Day One Checklist • Discussion on admin representation on Joint Academic Council Sub-committee to be brought to WG3
10 May	<i>Human Resource Sub-Group</i>	<ul style="list-style-type: none"> • Agreement with EDI Managers to arrange training programme on UB across the CUA • Discussion on resource request to commence BPA
11 May	<i>GMIT Executive Board</i>	<ul style="list-style-type: none"> • CUA Update provided by Project Manager and Executive Project Lead

11 May	<i>Corporate Procurement Sub-Group</i>	<ul style="list-style-type: none"> • Agreement to develop draft specification to tender for Specialist Procurement Consultant • Agreement to issue reminder to CUA PM team on agreed procurement process for all CUA projects • List of planned CUA tenders sought
12 May	<i>Estates Sub-Group</i>	<ul style="list-style-type: none"> • Proposal to hold meeting with H&S SG to discuss integration issues • Resource requirements for BPA confirmed
12 May	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Agreement to disperse TUTF Year 1 funds • Draft wording of motion for GB meeting to be circulated for review • Consolidated Financial Accounts reviewed • VPs Finance to consult with counterparts on BPA and MIS Integration Project
12 May	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> • Discussed issued relating to MoU and integration of St. Angela's College & IT Sligo and the Joint CUA Academic Council Sub-committee
13 May	<i>Students Union Sub-Group</i>	<ul style="list-style-type: none"> • Update on progress with external consultant • Preparation for International Panel
14 May	<i>IT Sub-Group</i>	<ul style="list-style-type: none"> • Agreement to participate in dedicated session with Deloitte on CUA Risk Register • Agreement to initiate engagement among wider IT team members
14 May	<i>CUA Edu Campus Forum</i>	<ul style="list-style-type: none"> • Organisation issues re: Business Process Alignment and preparation need to support Systems Integration
14 May	<i>Engagement & Knowledge Exchange Subgroup (Innovation Managers)</i>	<ul style="list-style-type: none"> • Finalised evidence of Acting as One

14 May		<ul style="list-style-type: none"> Continuation of discussion on BPA Agreement to invite presenter on CRM system to next meeting
	<i>Finance Sub-Group</i>	<ul style="list-style-type: none"> Agreement to arrange meeting with Corporate Procurement Sub-group to discuss BPA and preparatory work for MIS Integration Project. Review of updated consolidated financial plans Discussion on matched funding element of TUTF as it applies to WP4
14 May	<i>McCann Dublin, PM Team and Communications Sub-group</i>	<ul style="list-style-type: none"> Initial meeting to discuss TU Naming and Branding project
17 May	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> Discussed CUA developments Clarifications re: Letter of Understanding and related matters
17 May	<i>Heads of Faculty/ Heads of Department Creative and Cultural Industries</i>	<ul style="list-style-type: none"> Initial engagement of group with proposed new faculty
17 May	<i>Health and Safety Sub-Group</i>	<ul style="list-style-type: none"> Updated version of draft TU Safety statement to be included in supplementary documents Reschedule session with WG4 to review BPA checklist
18 May	<i>Joint Governing Body Sub-committee</i>	<ul style="list-style-type: none"> CUA Update Approval of CUA TU Application Document Discussion on provisional arrangements for International Panel visit
18 May	<i>Working Group 2</i>	<ul style="list-style-type: none"> Meeting with Deloitte on Risk Register for Research & Innovation
19 May	<i>Working Group 3</i>	<ul style="list-style-type: none"> Approval of WG3 projects Approval of Sub-group TUTF Year1 Projects
19 May	<i>Working Group 3</i>	<ul style="list-style-type: none"> Meeting with Deloitte on Risk Register for Academic Planning and Quality
19 May	<i>Working Group 4</i>	<ul style="list-style-type: none"> Discussion on BPA process and associated resource requests
20 May	<i>Heads of Faculty / School</i>	<ul style="list-style-type: none"> Meeting with Deloitte on Risk Register for Academic Management

21 May	<i>Concurrent Meetings of three Governing Bodies</i>	<ul style="list-style-type: none"> • Approval of CUA TU Application Document • Approval of joint proposal to submit TU application
21 May	<i>Minister Harris & Dept FHERIS</i>	<ul style="list-style-type: none"> • Formal submission of TU application
21 May	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Discussion on BPA process and associated resource requests
24 May	<i>Working Group 2</i>	<ul style="list-style-type: none"> • Terms of Reference for Postgraduate Education, Training and Development (PETD) Sub- group and CUA PG Programme Board reviewed and agreed • External Evaluation Panel for PRTPs confirmed • Future Resource Requirements discussed and proposed • Discussion on potential collaborative opportunities with Údaras na Gaeltachta discussed
24 May	<i>McCann Dublin & EPL</i>	<ul style="list-style-type: none"> • Update on UIIN survey progress
24 May	<i>Minister Harris, Oireachtas members from West & North West</i>	<ul style="list-style-type: none"> • Naming and Branding project plan, scheduling of internal and external stakeholder engagement • Discussion on CUA TU application • Cross party support for application
24 May	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Meeting with Deloitte on Risk Register for Corporate Services
25 May	<i>TUI (INTUC) & EPL</i>	<ul style="list-style-type: none"> • Discussion on organisation, scheduling and membership of MoU Working Groups
26 May	<i>CUA Steering Group</i>	<ul style="list-style-type: none"> • CUA Update • Update provided from all Working groups • Planning for Mock and International Panel visits • Naming and Branding project roll out – meetings, interviews & survey
26 May	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Discussion on BPA process and associated resource requests • Meeting with IT Managers scheduled to discuss resource requirements
27 May	<i>Communication Sub-group</i>	<ul style="list-style-type: none"> • Review of communication plan
		<ul style="list-style-type: none"> • CUA Newsletter (Issue 4) • Naming and branding meetings/interviews nominees

		<ul style="list-style-type: none"> Review/update website
27 May	Joint Heads of Faculty / Heads of Department	<ul style="list-style-type: none"> Update from Executive Project Lead Audit of programme provision across faculties
28 May	Working Group 4	<ul style="list-style-type: none"> Consolidated resource request to be produced Agreement to invite Chairs of Sub-groups to meeting with McCann (Branding Company) Nominees for mock panel members sought Clarification regarding payment for Mock Panel members sought

Notes:

- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.

CUA Project Management Team

- Dr Seán Duffy, Executive Project Lead, sean.duffy@cualliance.ie
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CUA Monthly Update – June 2021

Date	Group/Meeting	Commentary
01 June	<i>Student Services Sub-group</i>	<ul style="list-style-type: none"> International Panel preparation TUTF Project Plans
01 June	<i>Working Group 4 & IT Managers</i>	<ul style="list-style-type: none"> Discussed issues relating to resource requests submitted by IT Managers to support following IT projects – Enterprise Application and Infrastructure Services, Integration and Development Services, Information Security Services.
02 June	<i>Working Group 1 & Chairs Governing Body & McCann</i>	<ul style="list-style-type: none"> TU Naming and Branding Workshop
02 June	<i>Working Group 2</i>	<ul style="list-style-type: none"> International Panel Preparation
03 June	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> Discussed issues relating to establishing MoU Working Groups and related matters
03 June	<i>Project Management Team</i>	<ul style="list-style-type: none"> Preparations for Mock TU Evaluation Panel
03 June	<i>International Sub-group</i>	<ul style="list-style-type: none"> International Panel preparation TUTF Project Plans Language Policy
03 June	<i>Enterprise & Knowledge subgroup</i>	<ul style="list-style-type: none"> Presentation on Microsoft Dynamics
04 June	<i>Working Group 4</i>	<ul style="list-style-type: none"> BPA Resource Plan TU Presidential Appointment process
04 June	<i>Special Meeting of IT Sligo Academic Council</i>	<ul style="list-style-type: none"> Meeting attended by CUA Presidents, VPs AA & Registrars and Project Management Team
08 June	<i>Project Management & Deloitte</i>	<ul style="list-style-type: none"> Risk Register preparation, focus on amalgamation and pre- designation activities
08 June	<i>Teaching and Learning Sub-group</i>	<ul style="list-style-type: none"> International Panel preparation TUTF Project Plans
08 June	<i>HR Sub-group</i>	<ul style="list-style-type: none"> International Panel preparation Discussion on resource requirements
09 June	<i>CUA Presidents, EPL & HEA</i>	<ul style="list-style-type: none"> Discussion of TUTF Year 2 and preparations for TU International Evaluation Panel
09 June	<i>CUA Edu Campus</i>	<ul style="list-style-type: none"> Review of HRFPP activities for Designation Day

09 June	<i>Corporate Procurement Sub-group</i>	<ul style="list-style-type: none"> • International Panel preparation • Discussion on production of tender documentation for External Procurement Specialist
09 June	<i>Student Recruitment and Marketing Sub-group (NEW)</i>	<ul style="list-style-type: none"> • Interim Student Recruitment / Marketing Plan • Joint Student Recruitment Activities
10 June	<i>World Technological Universities Network (WTUN) Operational Board</i>	<ul style="list-style-type: none"> • EPL joined meeting to discuss WTUN operations and forthcoming WTUN online conference
10 June	<i>Finance Sub-group</i>	<ul style="list-style-type: none"> • International Panel preparation • Discussion on resource requirements
10 June	<i>Estates Sub-group</i>	<ul style="list-style-type: none"> • International Panel preparation
10 June	<i>Working Group 2</i>	<ul style="list-style-type: none"> • Plan agreed for Role & Structure of WG2 for Transition phase of TU project
10 June	<i>Working Group 2</i>	<ul style="list-style-type: none"> • Meeting with McCann Dublin on TU naming and branding
11 June	<i>CUA Edu Campus Forum</i>	<ul style="list-style-type: none"> • Organisation issues re: Business Process Alignment and preparation need to support Systems Integration • Resource requirements re: BPA • Planning for designation day
11 June	<i>Working Group 4</i>	<ul style="list-style-type: none"> • BPA resource plan reviewed • Some resource requests approved, subject to approval by WG1 • Update provided on TUTF Year 2 submission • Reviewed draft Terms of Reference for TU Presidential Search Committee
11 June	<i>IT Sub-group</i>	<ul style="list-style-type: none"> • International Panel preparation • Discussion re resource requirements
14 June	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Discussion re: Terms of Reference for TU Presidential Search Committee
14 June	<i>Corporate Governance and Data Protection Sub-group</i>	<ul style="list-style-type: none"> • International Panel preparation • Update on Designation Day preparations
14 June	<i>Health and Safety Sub-group</i>	<ul style="list-style-type: none"> • International Panel preparation

15 June 15 June		<ul style="list-style-type: none"> • Feedback on Draft TU Safety Statement • Update on policy alignment
	<i>GMIT All Staff meeting</i>	<ul style="list-style-type: none"> • Update on CUA from EPL
	<i>Joint Governing Body Sub-committee</i>	<ul style="list-style-type: none"> • CUA Update • Arrangements for Mock Panel • Provisional schedule for International Panel visit
15 June	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> • CUA Update • Agreement reached on Letter of Understanding • CUA TU engagement & communication
16 June	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Decisions made on resource requests • Agreement to revise the scope of Work Stream 2 of the CUA Risk Register
16 June	<i>Joint meeting of representatives from Finance Sub-group and Corporate Procurement Sub-group</i>	<ul style="list-style-type: none"> • Discussion on BPA and interdependencies
16 June	<i>Working Group 2</i>	<ul style="list-style-type: none"> • Update on Deloitte Risk Register • Update on TUQM Masters programmes • Update on RIMS • Ratification of ToRs for PETD subgroup • Preparation for Mock Panel
16 June	<i>Enterprise & Knowledge Exchange subgroup</i>	<ul style="list-style-type: none"> • Appointment of fixed chair • Update on Microsoft Dynamics • Discussion on potential CUA Industry Engagement Day • International Panel Preparation
17 June	<i>Joint Executive Board</i>	<ul style="list-style-type: none"> • CUA Update • TU Mock Panel • International Evaluation Panel • CUA TU Business Process Alignment • Role of Joint Executive Board • Future meetings (schedule) of Joint Executive Board
17 June	<i>Project Management Team</i>	<ul style="list-style-type: none"> • Preparations for Mock TU Evaluation Panel
17 June	<i>Project Management & Deloitte</i>	<ul style="list-style-type: none"> • Risk Register preparation, focus on amalgamation and pre-designation activities

18 June	<i>Students Union Sub-group</i>	<ul style="list-style-type: none"> • International Panel preparation • Review of SU submission documentation
21 June	<i>CUA Presidents, EPL, TUSE</i>	<ul style="list-style-type: none"> • TU international panel and process briefing
21 June	<i>TU Consortia & HEA Communication Sub-group</i>	<ul style="list-style-type: none"> • CUA Newsletter (Issue 4) • Preparations for first CUA External Newsletter • CUA video preparation for International Panel • TU Naming & Branding online survey (McCann)
22 June	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Review of CUA Risk Register
23 June	<i>Working Group 3</i>	<ul style="list-style-type: none"> • Meeting with MTU VPAARs • Preparation for International Panel
23 June	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Preparation for International Panel
23 June	<i>CUA Steering Group</i>	<ul style="list-style-type: none"> • CUA Update • Update provided from all Working groups • Planning for Mock and International Evaluation Panel visits • Naming and Branding project rollout – meetings, interviews & online survey
23 June	<i>Mock Panel Information Session</i>	<ul style="list-style-type: none"> • Update on Mock and International evaluation panel schedules • Update from Working groups and Sub-groups • Question & answer session
24 June	<i>Lifelong Learning Group (NEW)</i>	<ul style="list-style-type: none"> • Combined group of HoF and LTA / Online faculty • Preparation for International Panel
24 June	<i>Project Management Team & Editor Newsletter</i>	<ul style="list-style-type: none"> • Review of proposed content and layout for first edition of CUA External Newsletter
25 June	<i>Project Management and Deloitte</i>	<ul style="list-style-type: none"> • Review of Work Stream 2
25 June	<i>Project Management Team</i>	<ul style="list-style-type: none"> • Final preparations for Mock Panel
25 June	<i>McCann and EPL</i>	<ul style="list-style-type: none"> • Update on TU Naming & Branding • Agreed arrangements for TU Naming and Branding online survey

25 June	<i>Working Group 3</i>	<ul style="list-style-type: none"> • Meeting with TUS: MMW VPAARs • Preparation for International Panel
25 June	<i>Working Group 2</i>	<ul style="list-style-type: none"> • Preparation for International Panel • Business Process Alignment matrix • Update on WG2 Transitions Steering Group membership
28 June	<i>TU Mock Panel</i>	<ul style="list-style-type: none"> • Daylong meeting of Mock Panel with CUA groups
29 June	<i>TU Mock Panel</i>	<ul style="list-style-type: none"> • Daylong meeting of Mock Panel with CUA groups
29 June	<i>Communication Sub-group</i>	<ul style="list-style-type: none"> • Review of International Panel Video
30 June	<i>Enterprise & Knowledge Exchange subgroup</i>	<ul style="list-style-type: none"> • International Panel Preparation • Update on WG2 resource requirements

Notes:

- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.

CUA Project Management Team

- Dr Seán Duffy, Executive Project Lead, sean.duffy@cualliance.ie
- Anne-Marie McCormack, Data Analyst, AnneMarie.McCormack@cualliance.ie
- Patrice Dolan, CUA Administrator, CUA Office and IT Sligo, dolan.patrice@itsligo.ie
- Ann Higgins, IT Sligo CUA Project Manager, higgins.ann@itsligo.ie
- Dr Shirley Wrynn, GMIT CUA Project Manager, shirley.wrynn@cualliance.ie
- Dr Ciarán Ó hAnnracháin, LYIT CUA Project Manager, ciaran.ohannrachain@cualliance.ie
- Catherine McNally, LYIT CUA Administrator, catherine.mcnally@lyit.ie
- Tracy Madden, GMIT CUA Administrator, tracy.madden@cualliance.ie

CUA Monthly Update – July and August 2021

Date	Group/Meeting	Commentary
01 July	<i>Project Managers and MTU</i>	<ul style="list-style-type: none"> • Business Process Alignment (BPA) • Preparation for designation as a TU
01 July	<i>Deloitte</i>	<ul style="list-style-type: none"> • Drafting of Risk Register
01 July	<i>WG4</i>	<ul style="list-style-type: none"> • Risk register • Preparation for International Panel visit
01 July	<i>International Sub-Group</i>	<ul style="list-style-type: none"> • Preparation for International Panel Visit • Revision of Internationalisation Strategy Framework with inputs from Research Group
02 July	<i>PM Team and Newsletter Editor</i>	<ul style="list-style-type: none"> • Preparation of first issue of CUA External Newsletter
02 July	<i>HOS / HOF Sub-Group Teaching and Learning Sub-Group</i>	<ul style="list-style-type: none"> • Combined Preparation for International Panel - Lifelong Learning Session
05 July	<i>Teaching and Learning Sub-Group Student Services Sub-Group</i>	<ul style="list-style-type: none"> • Combined Preparation for International Panel Visit
06 July	<i>PM Team and Newsletter Editor</i>	<ul style="list-style-type: none"> • Preparation of first issue of CUA External Newsletter
06 July	<i>HOS / HOF Sub-Group Teaching and Learning Sub-Group</i>	<ul style="list-style-type: none"> • Combined Preparation for International Panel - Lifelong Learning Session
07 July	<i>WG1, PM Team and McCann Dublin</i>	<ul style="list-style-type: none"> • Update on TUI Naming & Branding • Feedback from survey
07 July	<i>WG3</i>	<ul style="list-style-type: none"> • Preparation for International Panel with Asst Registrars / QA Staff
08 July	<i>WG4</i>	<ul style="list-style-type: none"> • Preparation for International Panel Visit
08 July	<i>WG2</i>	<ul style="list-style-type: none"> • Discussion with VP Research NUIG on potential collaboration opportunity • Discussion on PRTP Outcome • International Panel Preparation
08 July	<i>WG2</i>	<ul style="list-style-type: none"> • International Panel Preparation with Postgraduate Research Supervisors

09 July	<i>CUA Edu Campus Forum</i>	<ul style="list-style-type: none"> • Organisation issues re: Business Process Alignment and preparation need to support Systems Integration • Resource requirements re: BPA • Planning for designation day
09 July	<i>PM Team and Newsletter Editor</i>	<ul style="list-style-type: none"> • Preparation of first issue of CUA External Newsletter
12 July	<i>WG1 and Chairs of Governing Bodies</i>	<ul style="list-style-type: none"> • Preparation for TU International Panel visit
13 July	<i>PM Team, WG2 and Postgraduate Students</i>	<ul style="list-style-type: none"> • Preparation for TU International Panel visit (Postgraduate Research Session)
13 July	<i>International Sub-Group</i>	<ul style="list-style-type: none"> • Preparation for International Panel
13 July	<i>WG2</i>	<ul style="list-style-type: none"> • Meeting with CUA IT Managers regarding implementation of Research Information Management System (RIMS)
13 July	<i>WG2</i>	<ul style="list-style-type: none"> • International Panel Preparation with Research Supervisors and Postgraduate Students
14 July	<i>WG1 & Dr Joe Ryan (THEA)</i>	<ul style="list-style-type: none"> • Preparation for TU International Panel visit
14 July	<i>WG1, PM Team and McCann Dublin</i>	<ul style="list-style-type: none"> • Update on TUI Naming & Branding
14 July	<i>TU Panel Information Session (all internal & external panel session participants)</i>	<ul style="list-style-type: none"> • Preparation for TU International Panel visit
14 July	<i>WG3</i>	<ul style="list-style-type: none"> • Academic Affairs International Panel Preparation
15 July	<i>Joint Governing Body Subcommittee representatives</i>	<ul style="list-style-type: none"> • Preparation for TU International Panel visit
15 July	<i>WG2</i>	<ul style="list-style-type: none"> • International Panel Preparation
16 July	<i>TU International Panel Visit</i>	<ul style="list-style-type: none"> • External Panel Sessions
19 July	<i>PM Team and HEA</i>	<ul style="list-style-type: none"> • Daily check-in meeting re: TU panel
19 July	<i>TU International Panel Visit</i>	<ul style="list-style-type: none"> • Internal Panel Sessions
19 July	<i>Business/Industry representatives</i>	<ul style="list-style-type: none"> • Preparation for TU International Panel visit
20 July	<i>PM Team and HEA</i>	<ul style="list-style-type: none"> • Daily check-in meeting re: TU panel
20 July	<i>TU International Panel Visit</i>	<ul style="list-style-type: none"> • Internal Panel Sessions
20 July	<i>Community/Regional representatives</i>	<ul style="list-style-type: none"> • Preparation for TU International Panel visit
21 July	<i>PM Team and HEA</i>	<ul style="list-style-type: none"> • Daily check-in meeting re: TU panel

21 July	<i>TU International Panel Visit</i>	<ul style="list-style-type: none"> • Internal Panel Sessions
21 July	<i>Presidential Search Committee</i>	<ul style="list-style-type: none"> • First meeting of GB subcommittee to prepare for TU Presidential Search
21 July	<i>Joint Executive Board representatives</i>	<ul style="list-style-type: none"> • Preparation for TU International Panel visit
22 July	<i>PM Team and HEA</i>	<ul style="list-style-type: none"> • Daily check-in meeting re: TU panel
22 July	<i>TU International Panel Visit</i>	<ul style="list-style-type: none"> • Internal & External Panel Sessions
22 July	<i>WG3</i>	<ul style="list-style-type: none"> • Review of TUTF Budgets • Preparation of SL1 QA Job Specification
23 July	<i>PM Team and HEA</i>	<ul style="list-style-type: none"> • Daily check-in meeting re: TU panel
23 July	<i>TU International Panel Visit</i>	<ul style="list-style-type: none"> • Internal & External Panel Sessions
18 August	<i>Deloitte</i>	<ul style="list-style-type: none"> • Drafting of CUA Risk Register
20 August	<i>HEA and EPL</i>	<ul style="list-style-type: none"> • Update on TUTF funding and TU application
25 August	<i>WG1, WG4 & Deloitte</i>	<ul style="list-style-type: none"> • Presentation of first draft of CUA Risk Register

Notes:

- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.

CUA Project Management Team

- Dr Seán Duffy, Executive Project Lead, sean.duffy@cualliance.ie
- Anne-Marie McCormack, Data Analyst, AnneMarie.McCormack@cualliance.ie
- Patrice Dolan, CUA Administrator, CUA Office and IT Sligo, dolan.patrice@itsligo.ie
- Ann Higgins, IT Sligo CUA Project Manager, higgins.ann@itsligo.ie
- Dr Shirley Wrynn, GMIT CUA Project Manager, shirley.wrynn@cualliance.ie
- Dr Ciarán Ó hAnnracháin, LYIT CUA Project Manager, ciaran.ohannrachain@cualliance.ie
- Catherine McNally, LYIT CUA Administrator, catherine.mcnally@lyit.ie
- Tracy Madden, GMIT CUA Administrator, tracy.madden@cualliance.ie

CUA Monthly Update – September 2021

Date	Group/Meeting	Commentary
01 September	<i>Deloitte</i>	<ul style="list-style-type: none"> Drafting of CUA Risk Register
01 September	<i>WG1 and WG4</i>	<ul style="list-style-type: none"> TUTF Resource Allocations
02 September	<i>International Sub-group</i>	<ul style="list-style-type: none"> Preparation for Internationalisation Consultancy Project TUTF Year 2 Planning
02 September	<i>WG4</i>	<ul style="list-style-type: none"> TUTF Year 1 Planning TUTF Year 1 Reporting Recruitment plan for HR and Fin Project Teams approved
02 September	<i>WG2</i>	<ul style="list-style-type: none"> TUTF Year 1 Reporting
03 September	<i>Student Services Sub-group</i>	<ul style="list-style-type: none"> Consultancy Project Steering Group Workshop
06 September	<i>WG1 and HR Managers</i>	<ul style="list-style-type: none"> HR issues relating to PMSS IR Forum
06 September	<i>CUA and STAC</i>	<ul style="list-style-type: none"> Discussion on integration of St. Angela's College (STAC) with IT Sligo
06 September	<i>Corporate Governance Sub-group</i>	<ul style="list-style-type: none"> Designation Day planning
06 September	<i>WG2</i>	<ul style="list-style-type: none"> TUTF Year 1 Reporting TUTF Year 2 Planning
07 September	<i>Corporate Procurement Subgroup</i>	<ul style="list-style-type: none"> Designation Day planning Project planning for engagement with Corporate Procurement External Specialist
07 September	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> CUA Update CUA TU engagement & communication
07 September	<i>McCann Dublin</i>	<ul style="list-style-type: none"> TU Naming and Branding process, discussion of next steps
07 September	<i>Student Services Sub-group</i>	<ul style="list-style-type: none"> Update on Consultancy Project TUTF Year 2 Planning
08 September	<i>iNOTE & Flexible online learning</i>	<ul style="list-style-type: none"> Review of iNOTE funding, budgets and allocations
08 September	<i>Estates Sub-group</i>	<ul style="list-style-type: none"> Designation Day planning
08 September	<i>Finance Sub-group</i>	<ul style="list-style-type: none"> Designation Day planning TUTF Year 1 returns
09 September	<i>CUA Edu Campus Forum</i>	<ul style="list-style-type: none"> Organisation issues re: Business Process Alignment and preparation need to support Systems Integration Resource requirements re: BPA

		<ul style="list-style-type: none"> • Planning for designation day • Update on project resourcing
09 September	<i>WG4</i>	<ul style="list-style-type: none"> • CUA Risk Register reviewed • Tender evaluation process for appointment of External Procurement Consultant approved • Recruitment process for Project Leads for HR and Finance Teams approved • Corporate Governance policies reviewed
13 September	<i>Health & Safety Sub-group</i>	<ul style="list-style-type: none"> • Designation Day planning
13 September	<i>Communications Sub-group</i>	<ul style="list-style-type: none"> • Review of communication plan • Internal and external newsletter • Communication activities pre and post TU designation
14 September	<i>TUTF Year 1, PM Team & Finance Managers</i>	<ul style="list-style-type: none"> • Review of TUTF Year 1 budgets and allocations and draft Year 1 annual report
14 September	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> • CUA Update • MoU Working Groups • Prioritisation of MoU Tasks
14 September	<i>Teaching and Learning Sub-group</i>	<ul style="list-style-type: none"> • Review of TUTF Year 1 Projects • TUTF Year 2 Planning
14 September	<i>Students Union Sub-group</i>	<ul style="list-style-type: none"> • Review of TUTF Year 1 Project • TUTF Year 2 Planning
14 September	<i>WG2</i>	<ul style="list-style-type: none"> • UIIN Final Report Presentation
15 September	<i>WG3</i>	<ul style="list-style-type: none"> • Review of Sub-group Structures • Review of TUTF Year 1 Plan and Budget • Sign off on SL1 Positions
15 September	<i>WG1 & WG3</i>	<ul style="list-style-type: none"> • Review of WG3 activities and preparations for TU designation • Proposed WG3 re-structuring
16 September	<i>iNOTE Work Package Leads</i>	<ul style="list-style-type: none"> • Review of HEA feedback • Discussion re: progression of Work Package 5 and preparation for iNOTE Steering Committee Meeting (October 2021)
16 September	<i>HR Sub-group</i>	<ul style="list-style-type: none"> • Designation Day planning • Recruitment planning
16 September	<i>Joint Executive Board Meeting</i>	<ul style="list-style-type: none"> • CUA Update • Focus of future Joint Executive Board meetings
		<ul style="list-style-type: none"> • Focus of working groups and preparations for TU designation

		<ul style="list-style-type: none"> • TU Organisation Structure
16 September	<i>MoU Working Group 7</i>	<ul style="list-style-type: none"> • Meeting between CUA, INTUC and St. Angela's college (STAC) to discuss integration of STAC with IT Sligo
17 September	<i>WG1 and Chairs of Governing Bodies</i>	<ul style="list-style-type: none"> • TU Organisation Design • TU Naming and Branding
21 September	<i>Joint Governing Body Subcommittee</i>	<ul style="list-style-type: none"> • CUA Risk Register CUA Update • Proposed TU Faculty and College Structure • TU Naming & Branding • TU President Search
22 September	<i>CUA Steering Group</i>	<ul style="list-style-type: none"> • EPL Update • TU Naming & Branding • Updates from Working Groups
22 September	<i>WG4</i>	<ul style="list-style-type: none"> • Discussion with IT Managers re: IT project plans
24 September	<i>VPs & Heads of Research</i>	<ul style="list-style-type: none"> • WG2 Programme of Work planning discussion
24 September	<i>WG4</i>	<ul style="list-style-type: none"> • Recruitment process for admin grades to HR and Finance Project Teams approved • Contract for External Procurement Specialist approved • Revised project plan for IT project teams reviewed • Approval of technical support for RIMS from central pool • Decision re: email identity for staff in STACs post designation reached. • TUTF Year 1 reporting • Designation Day planning
27 September	<i>Communications Sub-group</i>	<ul style="list-style-type: none"> • Review of preparations for TU designation day focusing on communication, marketing and student recruitment • Review of future focus of group and related activities • Preparation for forthcoming Ministerial announcement re: TU application
27 September	<i>Project Management Team (in person IT Sligo)</i>	<ul style="list-style-type: none"> • Review of TUTF annual report • Review of Project Activity • Preparations for TU Designation

29 September	National Negotiation Forum (TU)	<ul style="list-style-type: none"> EPL represented CUA at Forum meeting discussing TU consortia updates in conjunction with DFHERIS, TUI and THEA
29 September	PM Team and Finance Dept	<ul style="list-style-type: none"> Review of TUTF Year 1 funding and associated budget reports
29 September	MoU Working Group 7	<ul style="list-style-type: none"> Focus on integration issues to be addressed Headings for draft agreement Review/comparison of STAC and IT Sligo contracts and related agreements
29 September	Corporate Procurement Subgroup	<ul style="list-style-type: none"> Designation Day planning Update on engagement with External Procurement Specialist
30 September	Version 1 (IT Consultants)	<ul style="list-style-type: none"> Discussion relating to IT supports available to the CUA (via Edu Campus) for business process alignment and systems integration
30 September	VPs & Heads of Research	<ul style="list-style-type: none"> WG2 Programme of Work planning discussion
30 September	WG4	<ul style="list-style-type: none"> Job specs for G5 HR Project team approved Procurement Project Plan approved Nominees for TU ARC confirmed Designation Day planning

Notes:

- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.

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- Dr Seán Duffy, Executive Project Lead, sean.duffy@cualliance.ie
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- Catherine McNally, LYIT CUA Administrator, catherine.mcnally@lyit.ie

Tracy Madden, GMIT CUA Administrator, tracy.madden@cualliance.ie



CUA Monthly Update – October 2021

Date	Group/Meeting	Commentary
04 October	<i>Joint Executive Board</i>	<ul style="list-style-type: none"> • CUA Project Update • Initial TU Organisation Structures (Breakout Rooms) • Higher Ed 4.0 • Report from Consultants re: Internationalisation Strategy
04 October	<i>Corporate Governance & Data Protection Sub-group</i>	<ul style="list-style-type: none"> • Designation Day Planning
05 October	<i>Corporate Procurement Subgroup</i>	<ul style="list-style-type: none"> • Designation Day Planning • Update on engagement with Cor Procurement Specialist
05 October	<i>iNOTE Work Package Leads</i>	<ul style="list-style-type: none"> • Work Package updates • Planning for WP5 • Preparation for iNOTE Steering Committee Meeting
05 October	<i>Student Services Sub-group</i>	<ul style="list-style-type: none"> • Project overview • Year 2 TUTF Review
06 October	<i>International Sub-group</i>	<ul style="list-style-type: none"> • Internationalisation Project Workshop
06 October	<i>Estates Sub-group</i>	<ul style="list-style-type: none"> • Designation Day Planning
06 October	<i>Finance Sub-group</i>	<ul style="list-style-type: none"> • Designation Day Planning • TUTF Budget approval process
06 October	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> • MoU Working Group membership and schedule • Update on MoU tasks/actions
06 October	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
06 October	<i>WG2 PM meeting with Elsevier</i>	<ul style="list-style-type: none"> • Discussion on Elsevier Pure paperwork
07 October	<i>Research Supervisors</i>	<ul style="list-style-type: none"> • PhD Supervision Workshop (LYIT)
07 October	<i>IT Sub-group</i>	<ul style="list-style-type: none"> • Designation Day Planning • Resource plans for IT projects
07 October	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> • CUA Update • Communication & Engagement

07 October	<i>External Newsletter</i>	<ul style="list-style-type: none"> • Review of draft and update content for External Newsletter Issue 2
07 October	<i>WG2 Technical Session with Elsevier Pure and CUA IT Managers</i>	<ul style="list-style-type: none"> • Discussion on technical specifications of Elsevier Pure
08 October	<i>Student Recruitment and Marketing Sub-group</i>	<ul style="list-style-type: none"> • Marketing Plan • Programme of Activities
08 October	<i>CUA EduCampus Forum</i>	<ul style="list-style-type: none"> • Review of business process alignment (BPA) activities • Plans pre and post designation and staffing requirements for BPA activities
08 October	<i>VPs & Heads of Research</i>	<ul style="list-style-type: none"> • Confirmation of institutional research representatives for WG2 from GMIT & LYIT. • CUA Research Ethics process discussed • Discussion on Research Internationalisation Strategy project and Interim project report presentation by external consultants • Meeting date agreed for new WG2
11 October	<i>Health & Safety Sub-group</i>	<ul style="list-style-type: none"> • Designation Day Planning
11 October	<i>PM Team/Finance Managers</i>	<ul style="list-style-type: none"> • Discussions re: TUTF budgets and spending – Year 1
11 October	<i>iNOTE Steering Committee</i>	<ul style="list-style-type: none"> • Bi-annual Update Meeting • Budget overview • Preparation for iNOTE Project Evaluation and Dissemination (WP5)
12 October	<i>Northern & Western Regional Assembly</i>	<ul style="list-style-type: none"> • EPL attending Implementation Advisory Group for the Regional Spatial and Economic Strategy for the Northern & Western Region • Progress update on TU project
12 October	<i>Learning and Teaching Sub-group</i>	<ul style="list-style-type: none"> • Update on Year 1 Projects • TUTF Planning for Year 2
12 October	<i>Project Management Team</i>	<ul style="list-style-type: none"> • Review of TUTF Year 1 Budgets
13 October	<i>WG3 Meeting</i>	<ul style="list-style-type: none"> • Quality Assurance Framework Project • EduCampus Project • TUTF Budget

13 October	<i>Finance Managers and Corporate Procurement Officers</i>	<ul style="list-style-type: none"> • Designation Day Planning – managing procurement during interim period to Agresso alignment
13 October	<i>WG4</i>	<ul style="list-style-type: none"> • Designation Day Planning • Recruitment plan reviewed
		<ul style="list-style-type: none"> • Discussion re Draft TOR for CUA IT Governance Committee • TUTF Year 1 returns approved • Agreement re need to seek extension to accounting period • Approval of CMS IT Comms PM position
13 October	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
13 October	<i>VPs & Heads of Research</i>	<ul style="list-style-type: none"> • Preparatory meeting in advance of meeting with WG1
13 October	<i>VPs & Heads of Research</i>	<ul style="list-style-type: none"> • Presentation to WG1 on key priorities and project structures in place for WG2
15 October	<i>Project Management Team</i>	<ul style="list-style-type: none"> • TUTF Budget, Year 1 annual report
15 October	<i>VPs & Heads of Research</i>	<ul style="list-style-type: none"> • Discussion on RIMS Implementation planning • Agreement to hold a virtual CUA Research Offices' coffee morning/Meet & Greet
18 October	<i>Project Management Team</i>	<ul style="list-style-type: none"> • TUTF Budget, Year 1 annual report
19 October	<i>Communications Group</i>	<ul style="list-style-type: none"> • Review of announcement press releases and related communications • Draft communication and marketing plan up to designation day • Preparation for forthcoming Institute Open Days
19 October	<i>Joint Governing Body Subcommittee</i>	<ul style="list-style-type: none"> • CUA Update • Proposed TU Faculty and College Structure • TU Naming & Branding • TU President Search
20 October	<i>WG3</i>	<ul style="list-style-type: none"> • TUTF • EduCampus Project
20 October	<i>Steering Group</i>	<ul style="list-style-type: none"> • CUA Update

		<ul style="list-style-type: none"> Working Group and Sub-group reports
20 October	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> Discussion re: issues relating to integration of STAC with IT Sligo/TU
20 October	<i>WG2 PM meeting with HEAnet</i>	<ul style="list-style-type: none"> Discussion on requirements of Call-off document for procurement of RIMS from Framework
21 October	<i>WG4</i>	<ul style="list-style-type: none"> Designation Day Planning
		<ul style="list-style-type: none"> Agreement re use of CUA and institute logos on all future CUA positions.
21 October	<i>Tender Evaluation Group</i>	<ul style="list-style-type: none"> Evaluation of tenders re: Recruitment Agency – TU Presidential Search Committee
22 October	<i>McCann Dublin</i>	<ul style="list-style-type: none"> Progress update by EPL to brand consultants on TU naming
22 October	<i>VPs & Heads of Research</i>	<ul style="list-style-type: none"> Agreed date to discuss TUTF year 2 Agreed CUA IP policy to be looked at with assistance of external consultants. Extensive discussion on Research Offices Business Process alignment and identification of key actions for day 1 Review of RIMS additional resources requirements
26 October	<i>Project Management Team</i>	<ul style="list-style-type: none"> TUTF Budget, Year 1 annual report
27 October	<i>WG4</i>	<ul style="list-style-type: none"> Meeting with reps from all SGs to review Day One Checklist
28 October	<i>Minister for FHERIS and regional Oireachtas members</i>	<ul style="list-style-type: none"> Announcement of Ministerial approval for CUA TU application
28 October	<i>VPs & Heads of Research</i>	<ul style="list-style-type: none"> Overview planning of TUTF year 2 for Research & Innovation Discussion on additional resources costs for RIMS project
29 October	<i>Communications and Marketing</i>	<ul style="list-style-type: none"> Draft communication and marketing plan up to designation day Preparation for forthcoming Institute Open Days
29 October	<i>Project Management Team</i>	<ul style="list-style-type: none"> Working Group Review
29 October	<i>WG3 / EduCampus</i>	<ul style="list-style-type: none"> SRMS project SCS Project Library Project

Notes:

- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.

CUA Project Management Team

- Dr Seán Duffy, Executive Project Lead, sean.duffy@cualliance.ie
- Anne-Marie McCormack, Data Analyst, AnneMarie.McCormack@cualliance.ie
- Patrice Dolan, CUA Administrator, CUA Office and IT Sligo, dolan.patrice@itsligo.ie
- Ann Higgins, IT Sligo CUA Project Manager, higgins.ann@itsligo.ie
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- Tracy Madden, GMIT CUA Administrator, tracy.madden@cualliance.ie



CUA Monthly Update – November 2021

Date	Group/Meeting	Commentary
01 November	<i>Joint Executive Board</i>	<ul style="list-style-type: none"> • TU Announcement • Initial Org. Structure for TU • Data sharing • Review of Working Groups
02 November	<i>Student Services Subgroup</i>	<ul style="list-style-type: none"> • Update on Consultant's project • Review of Services
02 November	<i>Corporate Procurement Subgroup</i>	<ul style="list-style-type: none"> • Designation Day Planning • Update on Consultant's project • Update on engagement with Finance Managers
03 November	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
03 November	<i>Estates Sub-group</i>	<ul style="list-style-type: none"> • Designation Day Planning, with a particular emphasis on signage • Update on production of scope for Consultant's project
03 November	<i>Heads of School Group</i>	<ul style="list-style-type: none"> • Development of approaches to data analysis on student numbers • Discussion on rationale for WG plan and resources
03 November	<i>WG2</i>	<ul style="list-style-type: none"> • Meeting schedule agreed • Update on RIMS projects • Update on CUA RIMS posts • Update on MOCHAS PRTP • Review of TUTF Year 2 allocation
04 November	<i>Project Management Team</i>	<ul style="list-style-type: none"> • Marketing Planning Review
04 November	<i>IT Subgroup</i>	<ul style="list-style-type: none"> • Designation Day planning • Discussion on website • Discussion on IT Project teams
04 November	<i>Students' Union Subgroup</i>	<ul style="list-style-type: none"> • Updates on Constitution, Structure and Funding
05 November	<i>Chair CUA Steering Committee/EPL/Mazars</i>	<ul style="list-style-type: none"> • Discussion re: External recruitment Agency & TU Presidential Search Campaign
05 November	<i>International (extended) Subgroup</i>	<ul style="list-style-type: none"> • Review of Internationalisation Roadmap with external Consultants

05 November	<i>WG4</i>	<ul style="list-style-type: none"> • Designation Day Planning reviewed • Resource request for RIMS project approved • Allocation of outstanding TUTF Year 1 funds to WPs aligned to WG3 approved • Discussion commenced on future structure of WG4 and aligned SGs • Discussion commenced on future structure of HR/Fin and Estates Function • Agreement on adoption of Corporate Services Model
05 November	<i>Finance Sub-group</i>	<ul style="list-style-type: none"> • Designation Day Planning • Update on Finance Project Teams • Discussion on request for extension to Statutory Accounts
05 November	<i>Health & Safety Subgroup</i>	<ul style="list-style-type: none"> • Designation Day Planning
08 November	<i>Corporate Governance Sub-group</i>	<ul style="list-style-type: none"> • Designation Day Planning • Update on collaborative activities
09 November	<i>Learning and Teaching Sub-group</i>	<ul style="list-style-type: none"> • Review of Planned Projects, Budgets, Sources of Funding
10 November	<i>LYIT Staff Information Session</i>	<ul style="list-style-type: none"> • Update from President on Project Progress and Milestones
10 November	<i>WG4</i>	<ul style="list-style-type: none"> • Updated Day One Checklist reviewed and approved • Decision on renewal of insurance policies and procurement of insurance broker for TU • Agreement to consult Finance and HR teams on proposed structure • Approval for G7 x 3 for HR project teams • Approval to draft ToR for Project Steering Committees and CUA IT Governance Committee
10 November	<i>VPs & Heads of Research</i>	<ul style="list-style-type: none"> • Costings for RIMS implementation agreed • Review of TUTF Year 2 for Work Package 4
10 November	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU

10 November	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> • MoU Working Group membership and schedule
		<ul style="list-style-type: none"> • Integration of STAC and IT Sligo/TU
10 November	<i>Postgraduate Researcher Training & Development (PRETD) subgroup</i>	<ul style="list-style-type: none"> • Member introductions • Meeting schedule agreed • Discussion & review of ToR for subgroup • Agenda for next meeting agreed
10 November	<i>WG4 & Estates Subgroup</i>	<ul style="list-style-type: none"> • Discussion on establishment of Capital Development Teams • Guidance provided on scope for External Consultant project
11 November	<i>PM Team and Finance Managers</i>	<ul style="list-style-type: none"> • TUTF Year 2 Budget Approval Process
11 November	<i>HR Sub-group</i>	<ul style="list-style-type: none"> • Designation Day Planning • Update on CUA recruitment process
11 November	<i>WG3</i>	<ul style="list-style-type: none"> • TUTF Year 2 Budget • Joint AC Subcommittee • SRMS Project
11 November	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> • CUA Update • Communication & Engagement
12 November	<i>CUA EduCampus Forum</i>	<ul style="list-style-type: none"> • Review of business process alignment (BPA) activities • Plans pre and post designation and staffing requirements for BPA activities • Review of composition of Forum
12 November	<i>Presidential Search Committee (PSC)</i>	<ul style="list-style-type: none"> • Review of PSC Terms of Reference • Discussion of campaign timeline presentation by Mazars
15 November	<i>Communications & Marketing Group</i>	<ul style="list-style-type: none"> • Draft communication and marketing plan up to designation day • CUA External Newsletter • CUA Internal Newsletter
16 November	<i>HR Managers and PMSS IR Facilitators</i>	<ul style="list-style-type: none"> • Review of corporate services positions relating to business process alignment (TUTF funded) • Agreement on process re: engagement on PMSS related positions in advance of advertisement

16 November	<i>Joint Governing Body Subcommittee</i>	<ul style="list-style-type: none"> • CUA Update • Preparations for TU Designation • TU Faculty and College Structure • Meeting schedule 2022
17 November	<i>Steering Group</i>	<ul style="list-style-type: none"> • CUA Update • Working Group and Sub-group reports
17 November	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
17 November	<i>EduCampus SRMS Steering Group</i>	<ul style="list-style-type: none"> • Project Scoping and Planning
17 November	<i>Heads of School</i>	<ul style="list-style-type: none"> • Faculty and Discipline collaboration
17 November	<i>VPs & Heads of Research</i>	<ul style="list-style-type: none"> • Discussion with KTI re forthcoming KI Boost Programme • Review of TUTF Year 2 allocation for Work package 4 • Review of Elsevier Contract queries
18 November	<i>PM Team and Finance Managers</i>	<ul style="list-style-type: none"> • TUTF Year 1 allocations and Year 2 Budget Approval Process
18 November	<i>PM Team, Communications & Marketing, McCann</i>	<ul style="list-style-type: none"> • Presentation by McCann TU brand development process
19 November	<i>CUA Management</i>	<ul style="list-style-type: none"> • Integration of STAC with IT Sligo/TU
19 November	<i>WG4</i>	<ul style="list-style-type: none"> • Agreement that existing SGs will be replaced by PSCs. • ToR for CUA IT Governance Committee and PSCs approved • Membership of CUA EduCampus Forum agreed • Dispersal of TUTF Year 1 funds approved • Agreement on budget process in 2022 reached
22 November	<i>Presidential Search Committee (PSC)</i>	<ul style="list-style-type: none"> • Review of draft advertisement ATU President • Review of draft Candidate Information Booklet • Discussion re: advertisement campaign
23 November	<i>External Newsletter</i>	<ul style="list-style-type: none"> • Review of draft and update content for External Newsletter Issue 3

24 November	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
24 November	<i>WG2</i>	<ul style="list-style-type: none"> • Review & discussion of research ethics and associated training across the CUA • Review of TUTF year 2 • Update on TU Naming & Branding
25 November	<i>International Sub-group</i>	<ul style="list-style-type: none"> • Review of Internationalisation Roadmap • Funding from TUTF
25 November	<i>Students' Union Sub-group</i>	<ul style="list-style-type: none"> • Overview of position papers on constitution, funding and structures
25 November	<i>EduCampus & PMSS IR Facilitators</i>	<ul style="list-style-type: none"> • Engagement with EduCampus and CUA/TU teams re: PMSS related business process alignment
26 November	<i>WG4</i>	<ul style="list-style-type: none"> • Scope of work for legal provider in reviewing Day One Checklist approved • Decision on T&S to be paid from each institute budget • Separate discussions held with Finance and HR Managers re: proposed functional structures • Approval for 1 PMSS IR Facilitator to join PSC as observer • ToR for JAC to be presented to GBs in Dec.
29 November	<i>Chair CUA Steering Committee/EPL/Mazars</i>	<ul style="list-style-type: none"> • Discussion re: External recruitment Agency & TU Presidential Search Campaign
29 November	<i>WG3 and SU Sub-group</i>	<ul style="list-style-type: none"> • Discussion on SU Constitution, Structure and Funding
29 November	<i>HR Sub-group</i>	<ul style="list-style-type: none"> • Designation Day Planning • Update on CUA recruitment plan • Discussion on future structure of WG4 and aligned Sub-groups
30 November	<i>PM Team & IT Managers</i>	<ul style="list-style-type: none"> • Discussion re: TU website preparation and & planning re: TU staff students e-mail addresses
30 November	<i>Corporate Procurement Subgroup</i>	<ul style="list-style-type: none"> • Designation Day Planning

		<ul style="list-style-type: none"> • Update on Consultancy project • Discussion on future structure of WG4 and aligned SGs
30 November	<i>Student Services Subgroup</i>	<ul style="list-style-type: none"> • Review of Services • Policy Alignment • Position paper on organisational structure for Student Services in the TU

Notes:

[1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.

[2] CUA Project Management Team meet on a weekly basis.

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- Dr Seán Duffy, Executive Project Lead, sean.duffy@cualliance.ie
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CUA Monthly Update – December 2021

Date	Group/Meeting	Commentary
01 December	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> Discussion re: issues relating to integration of STAC with IT Sligo/TU
01 December	<i>Estates Sub-group</i>	<ul style="list-style-type: none"> Discussion re: signage for launch day Discussion on quotation for external specialist
01 December	<i>Finance Sub-group</i>	<ul style="list-style-type: none"> Designation Day Planning Update on recruitment status to Fin MIS Integration Project
01 December	<i>CUA VPs and Heads of Research</i>	<ul style="list-style-type: none"> Discussion on contract with Elsevier for RIMS P RTP update Discussion on TUTF Year 1 distribution
02 December	<i>IT Sub-group</i>	<ul style="list-style-type: none"> Designation Day Planning Discussion on recruitment process for IT Project Teams
02 December	<i>Heads of School/Faculty</i>	<ul style="list-style-type: none"> Proposal for new Working Group
02 December	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> CUA Update Engagement & Communication
03 December	<i>Working Group 4</i>	<ul style="list-style-type: none"> Review of Designation Day Implementation Plan Membership of CUA IT Governance SG approved Status update on recruitment of HR/Fin Project Teams ToR for Project Steering Committees approved Quotation for provision of legal services to review Day One Checklist approved
03 December	<i>Presidential Search Committee (PSC)</i>	<ul style="list-style-type: none"> Review of membership of President Interview Panel Review of campaign to date
06 December	<i>Health and Safety Subgroup</i>	<ul style="list-style-type: none"> Designation Day Planning

		<ul style="list-style-type: none"> • Discussion on approval process for ATU Safety Statement
06 December	<i>Joint Executive Board</i>	<ul style="list-style-type: none"> • Initial Org. Structure for TU
		<ul style="list-style-type: none"> • Review of Working Groups • Discussion re: preparation for launch of ATU
07 December	<i>Teaching and Learning Subgroup</i>	<ul style="list-style-type: none"> • Progress report on Year 2 plan • Proposals for re-structuring
08 December	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Review of Designation Day Implementation Plan • PFQ for Consultancy Services for BnE SG reviewed • Discussion with HR and Finance Managers on proposed future functional structure
08 December	<i>Working Group 3</i>	<ul style="list-style-type: none"> • Joint Academic Council Subcommittee • Re-structuring of sub-groups and proposals for new sub-groups
08 December	<i>CUA VPs and Heads of Research</i>	<ul style="list-style-type: none"> • TUTF Year 2 distribution of funds • Discussion on ERDF funding Call • Discussion on European Universities funding call
08 December	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
08 December	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> • MoU Working Group membership and schedule • Integration of STAC and IT Sligo/TU
09 December	<i>Corporate Governance & Data Protection Subgroup</i>	<ul style="list-style-type: none"> • Designation Day Planning • Update on DPIA for HR/Fin Project Teams • Review of CUA DSA
09 December	<i>Academic Systems Integration Steering Group</i>	<ul style="list-style-type: none"> • Development of Terms of Reference and Workplan for the sub-group
09 December	<i>IT Managers, Marketing, Communication & PM Team</i>	<ul style="list-style-type: none"> • Development of Atlantic TU website
09 December	<i>Finance Managers and PM Team</i>	<ul style="list-style-type: none"> • Allocations of TUTF Year 2 funding
10 December	<i>CUA EduCampus Forum</i>	<ul style="list-style-type: none"> • Review of business process alignment (BPA) activities • Preparation and formation of project steering committees

		<ul style="list-style-type: none"> Plans pre and post designation and staffing requirements for BPA activities
10 December	<i>Institute Presidents, PM Team, Communications & Marketing, McCann Dublin</i>	<ul style="list-style-type: none"> Presentation by McCann TU brand development process Branding themes and project timelines
13 December	<i>Communications & Marketing Group</i>	<ul style="list-style-type: none"> Draft communication and marketing plan up to designation day Preparation for ATU Launch Events
10 December	<i>Students Union, PM Team, Communications & Marketing, McCann Dublin</i>	<ul style="list-style-type: none"> Presentation by McCann TU brand development process and branding themes
13 December	<i>Academic Affairs and Administration Sub-group</i>	<ul style="list-style-type: none"> Development of Terms of Reference and Workplan for new sub-group.
14 December	<i>IT Managers, Marketing, Communication & PM Team</i>	<ul style="list-style-type: none"> Development of Atlantic TU website
14 December	<i>Enterprise & Knowledge Exchange subgroup</i>	<ul style="list-style-type: none"> Discussion on potential CRM system Microsoft Dynamics Discussion on BPA matrix Update on Reciprocal Access Agreement Update on CUA Industry Engagement Day Update on Digital West 2022 Discussion on KTI Boost
15 December	<i>Steering Group</i>	<ul style="list-style-type: none"> CUA Update Working Group and Sub-group reports
15 December	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> Discussion re: issues relating to integration of STAC with IT Sligo/TU
15 December	<i>Working Group 4</i>	<ul style="list-style-type: none"> Review of Designation Day Implementation Plan Status update on recruitment to HR/Fin Project Teams Discussion on handover process to incoming GB Discussion on future structure of WG4 Discussion on engagement with Cor Procurement Specialists
15 December	<i>Working Group 2</i>	<ul style="list-style-type: none"> Distribution of TUTF Year 2 funds

		<ul style="list-style-type: none"> • Update on RIMS contract • Discussion on launch of MOCHAS PRTP • Update on potential CRM project • Discussion on ERDF funding call
15 December	<i>Joint Heads of School / Faculty and Heads of Department group</i>	<ul style="list-style-type: none"> • Designation Day Plan
16 December	<i>Academic Systems Integration Steering Group</i>	<ul style="list-style-type: none"> •• Sign off on CSM post for project Plan of action in conjunction with EduCampus
20 December	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Review of Designation Day Implementation Day Plan • Directive to release all successful candidates to HR/Fin Project Teams by Jan 10th agreed • Approval of updated CUA DSA • Agreement on approval process for ATU Safety Statement • Approval of membership/ToR and meeting schedule for PCSs • Preparations commenced for meeting with WG1 on Jan 19th
20 December	<i>VPs and Heads of Research</i>	<ul style="list-style-type: none"> • Discussion on potential focus for ERDF funding call response
21 December	<i>PM Team Meeting</i>	<ul style="list-style-type: none"> • TUTF allocations • Preparations for all staff webinar (January 2022)
21 December	<i>IT Managers, Marketing, Communication & PM Team</i>	<ul style="list-style-type: none"> • Development of Atlantic TU website
21 December	<i>Working Group 3</i>	<ul style="list-style-type: none"> • Strategy Day

Notes:

- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.
- [3] CUA Communication & Marketing Group meet on a weekly basis.

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CUA Monthly Update – January 2022

Date	Group/Meeting	Commentary
05 January	<i>VPs & Heads of Research</i>	<ul style="list-style-type: none"> • Review and discussion of preliminary call for ERDF funding
10 January	<i>CUA & STAC Management</i>	<ul style="list-style-type: none"> • Consideration of abatements/allowances applied to St. Angela's College (STAC)
10 /11 January	<i>Wind down meetings of all Subgroups aligned to WG4</i>	<ul style="list-style-type: none"> • Final meetings of 7 sub-groups aligned to WG4, close off all work plans.
11 January	<i>EPL & McCann (Brand Consultants)</i>	<ul style="list-style-type: none"> • Meeting to discuss ATU branding presentation arrangements for week commencing 17.01
12 January	<i>Working Group 1 & Northern & Western Regional Assembly (NWRA)</i>	<ul style="list-style-type: none"> • Discussion of increasing engagement between CUA/ATU and NWRA with NWRA CEO and focus on forthcoming research funding opportunities
12 January	<i>Working Group 3</i>	<ul style="list-style-type: none"> • Joint Academic Council Subcommittee proposal • Academic Systems Integration project planning • Designation Day Plan update • Academic Affairs / Registrars Organisational Structure proposals
12 January	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
12 January	<i>VPs and Heads of Research</i>	<ul style="list-style-type: none"> • Discussion on distribution of TUTF year 2 funding for WP4 • Planning for ERDF Funding Call
13 January	<i>Academic Systems Integration Steering Group</i>	<ul style="list-style-type: none"> • Project Manager Job Description • Project Planning
13 January	<i>Library Sub-Group</i>	<ul style="list-style-type: none"> • Preparations for Systems Rebranding • Systems Integration Planning
13 January	<i>All CUA Staff</i>	<ul style="list-style-type: none"> • ATU Launch Planning Webinar
14 January	<i>CUA EduCampus Forum</i>	<ul style="list-style-type: none"> • Review of business process alignment (BPA) activities

		<ul style="list-style-type: none"> • Preparation and formation of project steering committees
		<ul style="list-style-type: none"> • Plans pre and post designation and staffing requirements for BPA activities
17 January	<i>Institute Presidents, PM Team, Communications & Marketing, McCann Dublin</i>	<ul style="list-style-type: none"> • Presentation by McCann on ATU TU branding
17 January	<i>Communications & Marketing Group</i>	<ul style="list-style-type: none"> • Discussion on communication and marketing plans up to designation day • Preparation for ATU Launch Events
18 January	<i>EPL & McCann (Brand Consultants)</i>	<ul style="list-style-type: none"> • Meeting to discuss ATU branding presentation, feedback and revisions
18 January	<i>Joint Governing Body Subcommittee</i>	<ul style="list-style-type: none"> • Presentation by McCann on ATU TU branding • Discussion re: Governing Body preparations re: TU designation • Update on plans for TU designation (01.04.2022)
19 January	<i>Working Groups 1 & 4</i>	<ul style="list-style-type: none"> • Discussion and review of transitional TU corporate services functions & structures
19 January	<i>Working Group 4, Project Steering Committees (PSCS)</i>	<ul style="list-style-type: none"> • Full day of inaugural meetings of 7 Project Steering Committees covering Finance, HR, IT, Governance & Data Protection, Procurement, Buildings and Estates, H&S • Terms of Reference approved • Individual project plans reviewed
19 January	<i>Steering Group</i>	<ul style="list-style-type: none"> • Presentation by McCann on ATU TU branding • CUA Update • Working Group and Sub-group reports
19 January	<i>MoU WG7 Sub-group</i>	<ul style="list-style-type: none"> • Meeting re: review of STAC abatement documents
19 January	<i>VPs and Heads of Research</i>	<ul style="list-style-type: none"> • Preparations for ERDF Funding Call • Discussion on TU launch
20 January	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> • CUA Update • Engagement & Communication
20 January	<i>EPL & McCann (Brand Consultants)</i>	<ul style="list-style-type: none"> • ATU branding presentation feedback and revised timeline

20 January	<i>Project Management & Communications Teams</i>	<ul style="list-style-type: none"> • ATU Launch – Communications Plan
20 January	<i>Working Group 5</i>	<ul style="list-style-type: none"> • Designation Day Planning • WG support and funding
21 January	<i>Working Group 3</i>	<ul style="list-style-type: none"> • TU Academic Council Proposal
21 January		<ul style="list-style-type: none"> • Joint AC Subcommittee Preparations • Organisational Structures
	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Progress of PSC reviewed • Update on discussions at sectoral level and TU Knowledge Sharing Forum (KSF) re governance issues • Update on discussions with HEA re submission of Statutory Accounts • Approval to Buildings and Estates (BnE) to proceed to Request for Tender (RFT) for External Consultant • Approval to underwrite EduCampus MIS Integration project, pending funding of business case • External Procurement Consultants report discussed
21 January	<i>Working Groups 1 & 3</i>	<ul style="list-style-type: none"> • Discussion re: preparation for first meeting of CUA Joint Academic Council Subcommittee
26 January	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> • MoU Working Group membership and schedule • Integration of STAC and IT Sligo/TU • Plans for TU designation
26 January	<i>MoU WG7 Sub-group</i>	<ul style="list-style-type: none"> • Meeting re: review of STAC/CUA/TUI draft documents
26 January	<i>VPs and Heads of Research</i>	<ul style="list-style-type: none"> • Review of activities in preparation for meeting with WG1
26 January	<i>WG2 Transitions Steering Group</i>	<ul style="list-style-type: none"> • Update on TU launch planning • TUTF year 2 discussion • Update on PRTP progress • Update on RIMS project • ERDF Funding Call

26 January	<i>Working Group 4 Project Steering Committees (day long)</i>	<ul style="list-style-type: none"> • Project plans reviewed, key updates provided, decisions/guidance provided by VPs Finance & Corporate Services • Presentation by Greenville on Procurement Strategy and Structure
27 January	<i>EPL & IT Sligo Marketing Manager McCann (Brand Consultants)</i>	<ul style="list-style-type: none"> • ATU branding • Development of an ATU brand 'spirit' video
27 January	<i>EPL, GMIT CUA PM & Newsletter Editor</i>	<ul style="list-style-type: none"> • Preparations for CUA External Newsletter issues 4 & 5
27 January	<i>International Sub-group</i>	<ul style="list-style-type: none"> • TUTF Year 2 Budget Updates • EWP Project • Strategic Marketing Review
27 January	<i>Joint HOS/F and HOD</i>	<ul style="list-style-type: none"> • Project Updates • Designation Day Planning • WG5 support and funding
28 January	<i>CUA Joint Academic Council Subcommittee</i>	<ul style="list-style-type: none"> • ATU Academic Council Proposal
28 January	<i>Working Group 4</i>	<ul style="list-style-type: none"> • External Procurement Consultants report discussed • Approval to submit resource request for CSM Procurement Manager • Agreement on Cor Governance structure • Agreement on membership of Cor Services Integration SG • Request from H&S PSC re consultant to review structures considered.

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- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.
- [3] CUA Communication & Marketing Group meet on a weekly basis.

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CUA Monthly Update – February 2022

Date	Group/Meeting	Commentary
01 February	<i>Building & Estates, EPL, ITS CUA PM & Marketing</i>	<ul style="list-style-type: none"> • ATU external signage and branding guidelines
01 February	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
02 February	<i>Working Groups 1 & 2</i>	<ul style="list-style-type: none"> • Discussion and review of transitional TU Research and Innovation functions & structures
02 February	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
02 February	<i>Weekly meeting of Working Group 4 Project Steering Committees (full day)</i>	<ul style="list-style-type: none"> • Project plans reviewed, status update discussed, decisions and guidance provided by VPs Fin & Corporate Services.
02 February	<i>McCann (Brand Consultants)</i>	<ul style="list-style-type: none"> • Presentation of revised ATU Branding
02 February	<i>WG2 Meeting with WG1</i>	<ul style="list-style-type: none"> • Review of Key Activities, Progress & Future Focus
02 February	<i>VPs & Heads of Research</i>	<ul style="list-style-type: none"> • Discussion on CUA Internationalisation Strategy and WG2 collaboration with WG6 • Discussion on proposed positioning of Flexible/Online within WG6 • Discussion on ATU Branding for R&I • Discussion on ATU email addresses requirements for R&I
03 February	<i>Academic Systems Integration Sub-group</i>	<ul style="list-style-type: none"> • Sign-off on CSM recruitment Resource Requirements
03 February	<i>Students Union Sub-group</i>	<ul style="list-style-type: none"> • Review of activities • Overview of designation day plans
03 February	<i>Heads of Schools and Faculty</i>	<ul style="list-style-type: none"> • Review of activities • Designation Day Planning

		<ul style="list-style-type: none"> • TUTF Year 3 Planning
03 February	<i>CUA IT Governance Committee</i>	<ul style="list-style-type: none"> • ToR and Membership approved
		<ul style="list-style-type: none"> • Progress update on IT Projects
04 February	<i>EPL & McCann (Brand Consultants)</i>	<ul style="list-style-type: none"> • Meeting to discuss revised ATU branding
04 February	<i>Working Group 6 (Online, International & External Engagement)</i>	<ul style="list-style-type: none"> • Discussion re: focus & structure of group Online function and establishment of separate Online/Flexible Learning group
04 February	<i>Working Group 1</i>	<ul style="list-style-type: none"> • Review and final approval of ATU Logo
04 February	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Approval sought from WG1 re recruitment of Procurement CSM (as per recommendation in External Consultant report) • HR Mgrs presented on draft interim HR organisational structure • HR Mgrs to develop staff consultation plans on interim arrangements
07 February	<i>Joint Executive Board</i>	<ul style="list-style-type: none"> • Timeline to TU Designation • ATU Launch • Review of Working Groups and related Sub-groups • Postgraduate Researcher Training Programmes (PRTPs) • HEA Strategic Dialogue/Compact reports - possible collaborative case study • ATU Framework Safety Statement for Designation Day
08 February	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
08 February	<i>Student Services Sub-group</i>	<ul style="list-style-type: none"> • Review of MASF Consultants Report • Review of Activities • TUTF Year 3 Planning
09 February	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
09 February	<i>Weekly meeting of Working Group 4 Project Steering Committees (full day)</i>	<ul style="list-style-type: none"> • Project plans reviewed, status update discussed, decisions and guidance provided by VPs Fin & Corporate Services.
09 February	<i>VPs and Heads of Research</i>	<ul style="list-style-type: none"> • RIMS Project update • RIMS Support

10 February		<ul style="list-style-type: none"> • Discussion on CUA Research Offices meeting • PRTP Scaling
	<i>CUA PMSS IR Forum</i>	<ul style="list-style-type: none"> • CUA Update • Engagement & Communication • STAC Update • ATU Launch Event Plan
10 February	<i>PM Team, Communications & Marketing Teams</i>	<ul style="list-style-type: none"> • ATU Launch events preparation ATU • merchandise, review of quotations
10 February	<i>Working Group 6 (International & External Engagement)</i>	<ul style="list-style-type: none"> • Discussion re: focus & structure of group
11 February	<i>PM Team, Communications & Marketing Teams, IT Managers</i>	<ul style="list-style-type: none"> • Development of interim ATU website
11 February	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Agreement on designated DPO for ATU • Approval provided to H&S PSC to proceed to RFQ for external consultant • Transitional HR Org structure approved • Discussion on role of HEPSS in HR/Fin Integration Projects, and replacement of EduCampus
11 February	<i>CUA EduCampus Forum</i>	<ul style="list-style-type: none"> • Review of business process alignment (BPA) activities • Preparation and formation of project steering committees • Plans pre and post designation and staffing requirements for BPA activities
11 February	<i>Communication Team/PM Team</i>	<ul style="list-style-type: none"> • Review of PR quotations re: ATU lunch
14 February	<i>Marketing/Comms Sub-group</i>	<ul style="list-style-type: none"> • Review of Communication and Marketing Plans in preparation for launch of ATU
14 February	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
15 February	<i>Joint Governing Body Subcommittee</i>	<ul style="list-style-type: none"> • Presentation on updated ATU branding • Discussion re: Governing Body preparations re: TU designation • Update on plans for TU designation (01.04.2022)
15 February	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU

15 & 16 February	<i>Working Group 3</i>	<ul style="list-style-type: none"> • Academic Council Membership, SO, Draft 2 • ATU Academic Calendar • Organisational Re-structure of AAR functions • Academic Systems Integration Resources • QAE Framework Resources • Careers Advisory Service (HE 4.0)
16 February	<i>Steering Group</i>	<ul style="list-style-type: none"> • CUA Update • Working Group and Sub-group reports
16 February	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
16 February	<i>VPs & Heads of Research</i>	<ul style="list-style-type: none"> • Discussion on EMPOWER Programme Funding • WIT Site visit planning • RIMS Designated Contact discussion • PRTP Impact Case Study for HEA • TUTF year 2 update • ATU Research, Innovation & Engagement Proposed Functional Matrix • ATU ORCID services • PRTP Management & Administration
17 February	<i>Local Launch Teams (ITS)</i>	<ul style="list-style-type: none"> • Commence planning process for launch events, refer key decisions to WG1
18 February	<i>Working Group 4</i>	<ul style="list-style-type: none"> • Discussion on STACS and due diligence • Approval of IT email plan • Discussion on Capital Development plans • Agreement to tender for broker for ATU insurance policies (post designation)
21 February	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
22 February	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
23 February	<i>CUA TUI IR Forum</i>	<ul style="list-style-type: none"> • Progress of MoU Working Groups • Issues relating to TU designation day.
23 February	<i>VPs and Heads of Research</i>	<ul style="list-style-type: none"> • Update on WIT Site visit

		<ul style="list-style-type: none"> • Update on HEA Impact Case Study • Update on Research offices meeting • Update on RIMS Project
		<ul style="list-style-type: none"> • Draft Consultation Plan for R&I Functional Structure • Discussion on ATU HR Excellence in Research • Discussion on Research Ethics Support Software Systems potential HEAnet framework
24 February	<i>McCann, PM Team, Communications & Marketing Teams</i>	<ul style="list-style-type: none"> • Review of draft script for ATU brand 'spirit' video
22 February	<i>MoU WG7 (STAC)</i>	<ul style="list-style-type: none"> • Discussion re: issues relating to integration of STAC with IT Sligo/TU
23 February	<i>Weekly meeting of Working Group 4 Project Steering Committees (full day)</i>	<ul style="list-style-type: none"> • Project plans reviewed, status update discussed, decisions and guidance provided by VPs Fin & Corporate Services.
24 February	<i>Academic Systems Integration Steering Committee</i>	Review of CSM Recruitment Plans for Systems Branding
24 February	<i>Heads of School and Faculty</i>	<ul style="list-style-type: none"> • Key Strategic Priorities
25 February	<i>Working Group 4</i>	<ul style="list-style-type: none"> • RO presented on discussions from WG2 re: funding mechanism for research, agreement to continue the iterative dialogue; • Update provided on STACS Legal Due Diligence • Agreement to include DPO/FOI pillars under Information Compliance

Notes:

- [1] CUA Working Group 1 (CUA Presidents, Chair CUA Steering Group and Executive Project Lead) meet on a weekly basis.
- [2] CUA Project Management Team meet on a weekly basis.
- [3] CUA Communication & Marketing Group meet on a weekly basis.

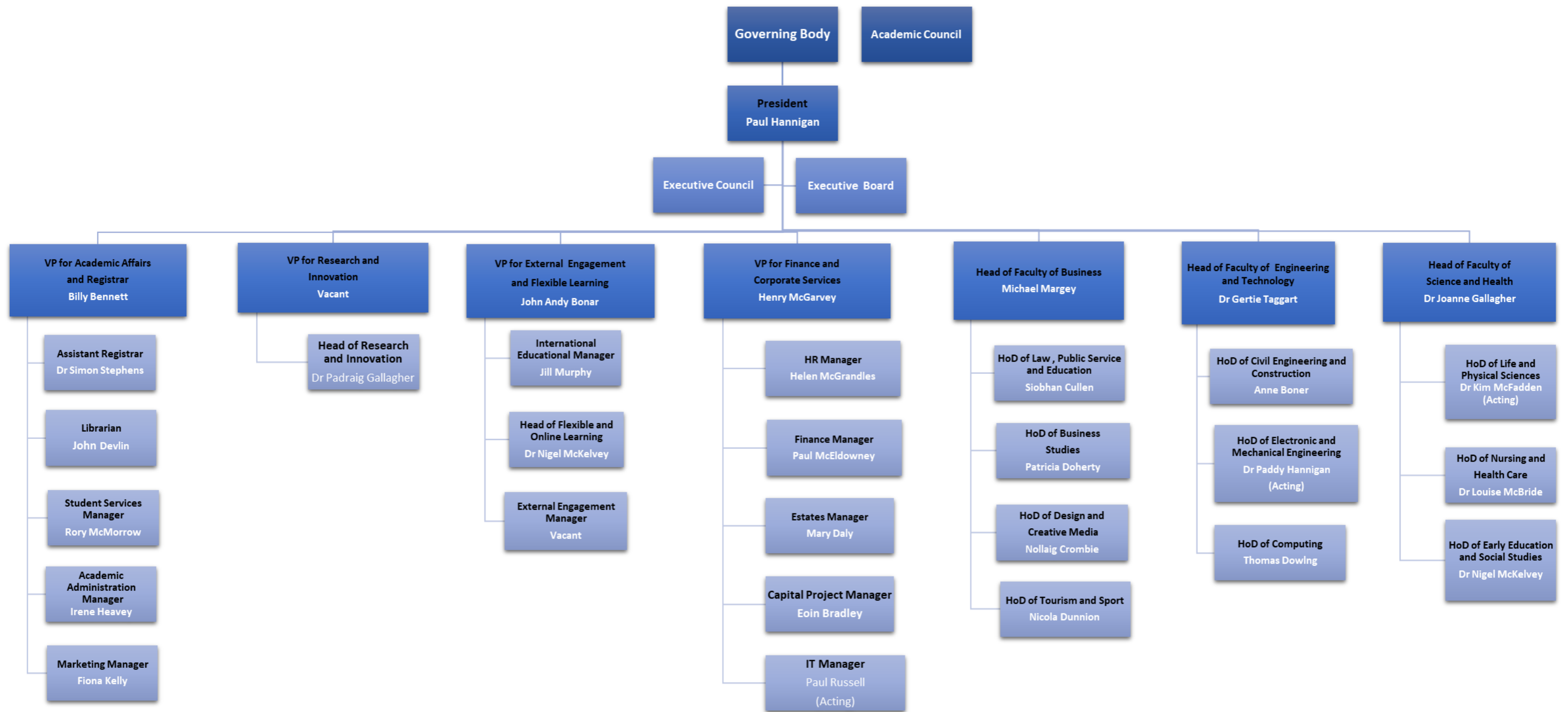
CUA Project Management Team

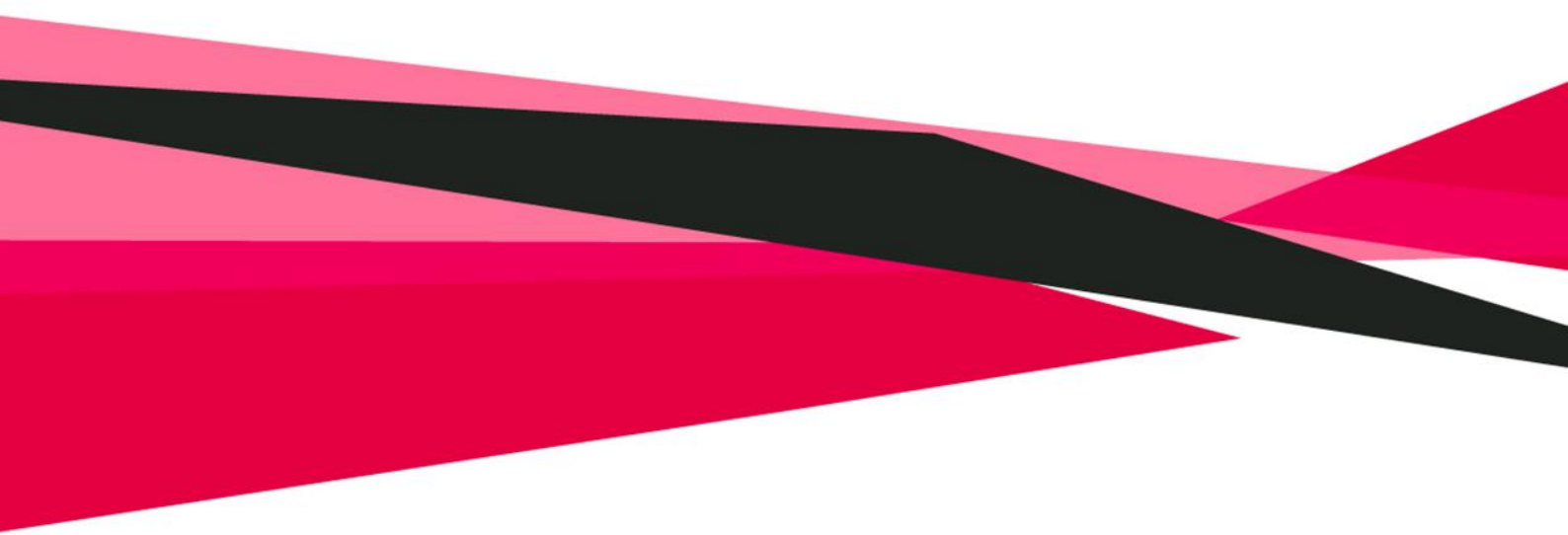
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APPENDIX 2

Organisation Structure









lyit

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