

IT Sligo Annual Report 2015 - 2016



'Square Moon'

The winning design of the Yeats 2015 International Architecture Competition, which was inspired by WB Yeats' poem *'The Lake Isle of Innisfree'*, overlooks the island of Innisfree on Sligo's Lough Gill.

The competition was devised and developed by Architecture staff from IT Sligo as part of the Yeats 2015 celebrations. It attracted hundreds of entries from around the world. The winning design was submitted by Shindesignworks, an Anglo-Korean Architectural Design team.



This report covers the period
September 1st, 2015 – August 31st, 2016

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New Auditorium

Foreword

On behalf of the Governing Body of Institute of Technology, Sligo, I would like to pay tribute to each member of IT Sligo's academic community, staff and retired colleagues, students, graduates and the many partners from industrial and professional life who have helped shape IT Sligo into the vibrant 21st century institution it is today.

This Annual Report records the main achievements and milestones during the period September 2015 to August 2016 inclusive.

They range from ground-breaking research in archaeology and nanotechnology, which attracted significant international attention, to the achievements and stories of our students who are at the heart of everything that IT Sligo stands for. Add to that Ministerial approval for IT Sligo and its Connacht-Ulster Alliance partners for the development of the Stage 2 plan meet the criteria for re-designation as Technological University, being named runner-up Institute of Technology in the Sunday Times Irish University Guide for 2016, and the development of Ireland's first honours degree Apprenticeship programme for the Insurance Industry.

These achievements are a statement of the range and breath of IT Sligo ambitions.

IT Sligo is differentiated from all other Higher Education Institutes by its leadership position in online and blended learning. With over 1,800 students studying online (just under 1/3 of our students), technology is making higher education accessible both to the dispersed population across the region as well as to people in the workforce seeking to upskill or reskill whilst continuing to work.

The Governing Body has articulated our ambition to become a Technological University. Re-designation as a Technological University will be a defining moment for the provision of higher education in Sligo and the North West. It will act as a catalyst for economic development in the region, increasing the attractiveness of the region for inward investment as well as developing and retaining highly skilled graduates in the region.

While a degree of uncertainty surrounds the legislative process for establishing Technological Universities, we remain focused on achieving the criteria as set out by the Department of Education & Skills, as IT Sligo will be a better institution for achieving the criteria and will be better placed to achieve Technological University status, in whatever legislative context emerges.



IT Sligo is in a very strong position financially and strategically. The Institute has achieved Category 1 status in the Higher Education Compact assessment for 2015. It is performing at a national standard across its various activities. We have pockets of excellence that can compete with any organisation in the world. We need to grow those activities and continue to develop as a whole.

The Higher Education Authority (HEA) recognises that Ireland's Higher Education System is underfunded and whilst a debate continues at a national level as to whether and how this underfunding should be addressed it is critical that IT Sligo continues to deploy its resources in the most effective and efficient manner to deliver the objectives set out in this plan.

The Institute's success over the last number of years, when funding has been cut substantially, has been achieved because of our staff; professional, committed, dynamic, innovative and focused on supporting students. We will not take this for granted, rather we will continue to invest in supporting staff and providing the best possible learning environment.

As I depart IT Sligo to take up a new role with Limerick Institute of Technology, I would like to pay tribute to each member of IT Sligo's academic community, support staff, retired colleagues, students, graduates and the many partners from industrial life who have helped shape the Institute into the vibrant 21st century institution it is today.

I wish the new incoming President, Dr Brendan McCormack, every success in his new role.

IT Sligo is now ready for the next stage in its development. With the economy recovering, demographic trends predicting significant growth in demand for higher education and the National Strategy for Higher Education, the Institute has set itself the medium term ambition of becoming a Technological University.

It will be an exciting time and a challenging time. I believe that IT Sligo has the strength and expertise not only to navigate through the challenges ahead but to exploit the opportunities that will be available.

Professor Vincent Cunnane, President (outgoing) IT Sligo

Student Participation & Experience



01

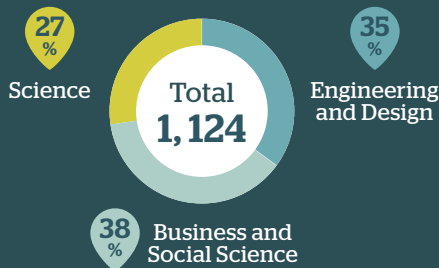
IT Sligo is proud of its reputation and distinctiveness as a student-centred institution. The Institute's core mission is to enable students

to realise their full potential, producing rounded graduates with industry-relevant qualifications.

IT Sligo By Numbers 2015/16

New Entrants

Full-Time Undergraduates



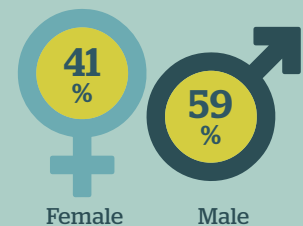
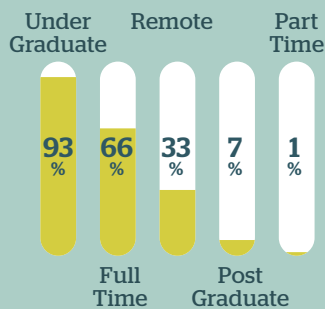
17%
Engineering was the **most popular** field of study



37%
went into an **Honours Bachelor Degree** Programme

Enrolments

Total
5,662



Graduates

Total
1,534



18%
of Honours Bachelor Degree graduates got a **1st Class Qualification**

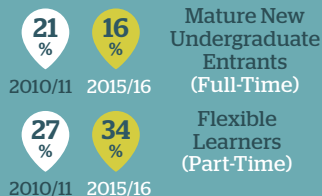


48%
came from **Science, Mathematics & Computing and Engineering and Manufacturing and Construction**



17%
came from the **Arts, Humanities, Social Sciences, Business and Law**

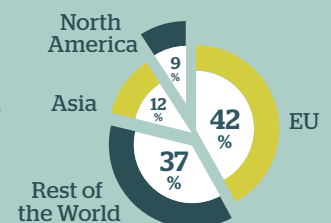
Participation



International Participation



295
Students from
37
Countries



Our Courses At A Glance

* As per HEA Returns July 2016

89
Full-time Courses

57
Part-time Courses

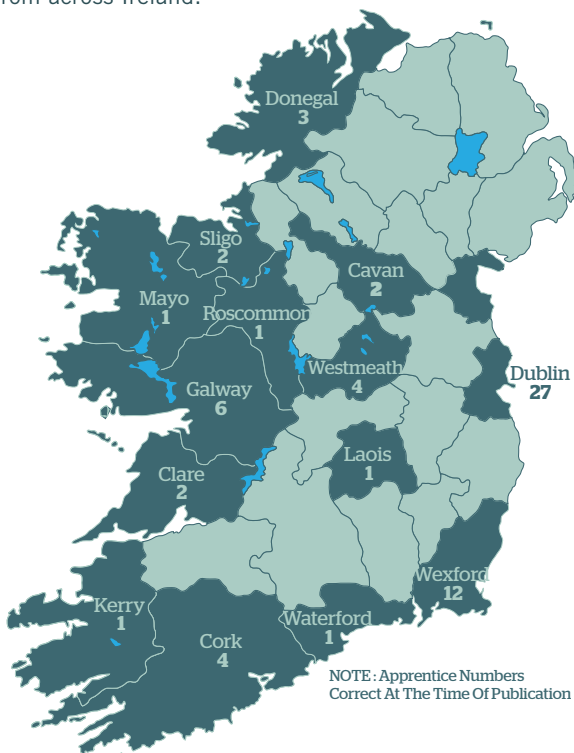
9
Taught Masters

155
Courses in Total

Earn. Learn. Experience - The Insurance Practitioner Apprenticeship

In 2016, The Insurance Institute, with the strong backing of the Insurance Industry, devised and developed a landmark new apprenticeship programme for Insurance professionals. IT Sligo's expertise in online education made the Institute the ideal delivery partner.

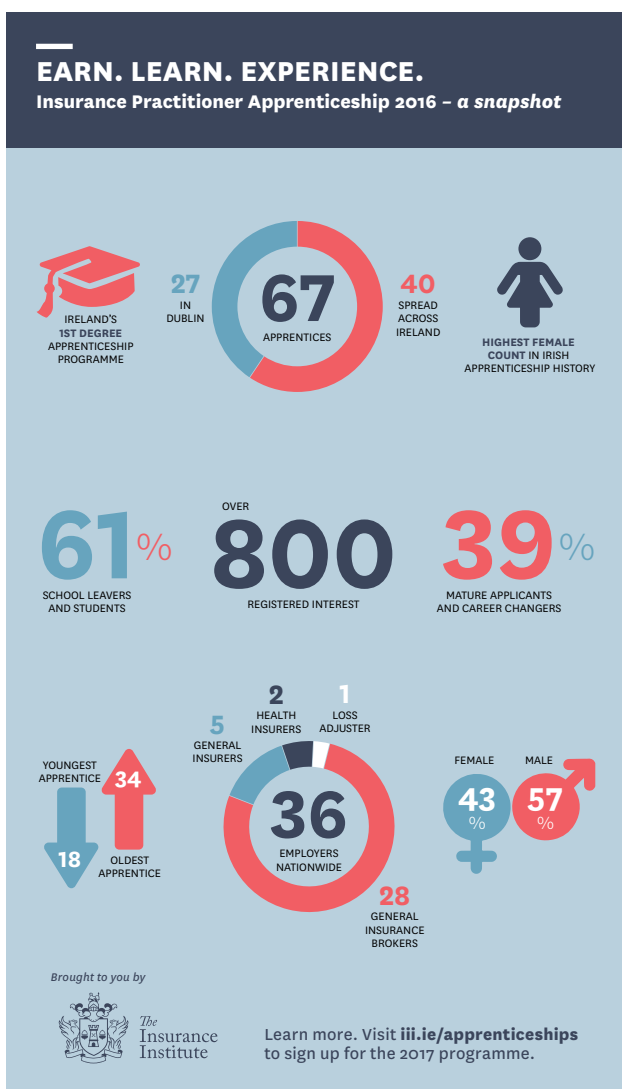
The new honours degree programme aimed at preparing Insurance professionals for the world of work has helped to transform apprenticeship training in Ireland. Delivered by the Institute's Department of Business in collaboration with the Insurance Institute, the Bachelor of Arts (Honours) in Insurance Practice is the first professionally validated Level 8 programme in Higher Education. The close collaboration with the Insurance Industry enables school leavers, graduates and career changers to progress into one of Ireland's largest and most diverse sectors. The project team was led by Dr Michael Barrett (IT Sligo) and Sandra Harvey Graham (The Insurance Institute), and this ground-breaking apprenticeship programme is attracting graduates from across Ireland.



The new Insurance Practitioner Apprenticeship has the support of The Apprenticeship Council, SOLAS: The Further Education and Training Authority; and the Higher Education Authority.



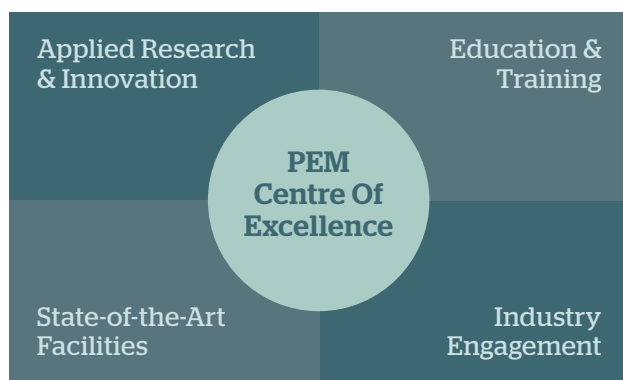
Some Of IT Sligo's New Insurance Practitioner Apprentices



This landmark honours degree apprenticeship reflects the changing perception of 21st century Ireland. It is a statement of ambition. Since its inception as a Regional Technical College in 1970, IT Sligo has enjoyed a long and proud association with apprenticeship training. As they have evolved over the years, so too has our teaching and learning to enable us meet the changing demands of the Irish economy, and to produce highly skilled and employable graduates.

A Vision For Precision Engineering

In 2015, the Institute unveiled ambitions plans to become a Precision Engineering Centre of Excellence. As well as remaining true to our heritage in toolmaking, this vision reaffirms our commitment to ensure that the Institute's Precision Engineering infrastructure meet the needs of today's industry requirements. During the period under review, the Institute made considerable progress in Phase 1 of the establishment of a Centre of Excellence for Precision Engineering and Manufacturing. The strategy is underpinned by four key focus areas:



In early 2016, approval was granted for the introduction of a new Level 8 Honours Degree programme in Precision Engineering & Design. Since its foundation in 1970, the college, as the National Centre for Training for the Toolmaking Industry, has developed and delivered a range of specialist programmes in Tool Design, Computer-Aided Precision Engineering, Mouldmaking Technology, Polymer Processing and Product Design. With the approval by the external validation panel of this new degree programme, IT Sligo now offers courses in Precision engineering and Design at Higher Certificate (Level 6), Ordinary Degree (Level 7) and Honours Degree (Level 8).

These new courses have been developed in close consultation with industry to meet clearly-identified demand for graduates specialising in areas such as mould design, computer-aided engineering, metrology, validation, polymer processing, and lean manufacturing.

Addressing Future Engineering Skills Shortages

The Institute's new Engineering Process Technology programme was launched in September 2015. This is a collaboration with IMDA Skillnet and the Department of Social Protection (DSP), IDA Ireland and local Sligo companies. The new programme prepares job-seekers for careers in the engineering and manufacturing sectors. The programme aims to address future skills shortages for engineers in the region.

Other New Undergraduate Programmes Introduced During The 2015/16 Academic Year Included:

- BSc (Honours) in Computing
- BSc (Honours) in Science
- Higher Certificate in Electronic Engineering
- Higher Certificate in Mechanical Engineering
- Higher Certificate in Mechatronics.

Programmes Developed In Partnership With Industry:

- MSc in Regulatory Affairs (in collaboration with NUIG) Online
- L8 Degree in Precision Engineering & Design
- L7 Cert in Polymer Processing
- L6 Cert in Process Engineering Technology (local initiative aimed at unemployed) Irish Medical Device Association.
- Lean Six Sigma Blackbelt

RCSI Agreement

IT Sligo signed a new agreement with the Royal College of Surgeons in Ireland (RCSI) School of Pharmacy to provide the graduates of the Institute's Bachelor of Science in Pharmaceutical Science with Drug Development a direct route to progress to RCSI's Master of Pharmacy programme.

Helping The MedTech Sector 'Master' Regulatory Affairs

A new educational collaboration involving the Irish Medical Devices Association Skillnet, IT Sligo and NUI Galway was introduced in Autumn 2015 to help enhance the ability of Irish companies to fill senior regulatory and quality assurance roles. The Masters in Medical Technology Regulatory Affairs is a new online blended learning programme and the first of its kind in Ireland. The medical technology industry is one of the most important growth areas in the Irish economy and this course was devised and introduced to meet a specific industry need.



Helping The MedTech Sector 'Master' Regulatory Affairs



Annual Conferring

1534 new graduates were conferred for the academic year 2015/16 over two days of graduation ceremonies at the Institute's Knocknarea Arena. An additional Conferring ceremony took place in Melbourne, Australia, where online graduates from the CSL Manufacturing Plant there received their Level 8 qualifications in Biopharmaceutical Processing.

The year in review also saw the conferring of the first graduates of the Level 6 Postgraduate Certificate in Road

Maintenance Engineering and Network Management programme. This is a collaboration with the Local Authority Services National Training Group (LASTNG). It provides the region's highly skilled engineers, consultants and contractors, who are responsible for the roads network, with an new educational opportunity to improve their expertise by accessing latest research, developments and innovations.



Irish University Guide 2016 Award

IT Sligo was named Runner Up Institute of Technology of the Year in the Sunday Times Irish University Guide for 2016. The Institute rose five places in the overall rankings and recorded the highest graduate employment rate of any third level institution in the Sunday Times league table, with 97.6% of graduates employed among the Institute's 2014 graduates of known destination.

Graduation Celebrations For International Students

The academic achievements of a group of IT Sligo's international students from the countries of Oman, Libya and Cyprus were recognised in the Spring of 2016 when they were presented with their International Foundation Programme awards. This one-year special purpose award provides a direct pathway for international students to an IT Sligo degree programme.



Graduation Celebrations For International Students



Refurbished Student Health Centre Opens

Refurbished Student Health Centre Opens

The newly-refurbished Student Health Centre was officially opened in September 2015. The facilities include a new reception area and enhanced layout of the consultation rooms, which helps ensure more confidentiality and privacy for students and staff who need to avail of the service.

New International Connections

IT Sligo has a diverse and vibrant international student population comprising 295 students (2015/2016) – and this number is growing. The intake spans both EU and non-EU countries such as Malaysia, Brazil, Oman, Kuwait, Saudi Arabia and Canada. The Institute's long-standing educational ties overseas have been further strengthened by a new partnership with one of Malaysia's premier higher education institutions, Tunku Abdul Rahman University College (TAR UC), which is home to 19,000 students. This pathway agreement provides new degree completion opportunities for Malaysian students in a number of courses at IT Sligo.

Online MOOC Helps Education Transition

IT Sligo led the development and introduction of a new Massive Open Online Course (MOOC) "Get Ready Education - A Learning journey" aimed at helping secondary school senior cycle students and first year undergraduates successfully make the transition to third level education.

The MOOC was led by the Institute in partnership with five other third level institution and emerged from research which showed the most significant challenge to a student successfully transitioning from second to third-level education is the lack of preparation for and understanding of the type of learning required at third level.

Student Achievements

With almost 6,000 full-time and part-time students, IT Sligo is home to a wealth of energy and talent. Throughout the year, our students have enjoyed many successes. Here, we highlight a few of them.







Lecturer John Joe O'Reilly & Apprentice Daniel Murphy



Creative Design Student Niall McGonigle



Yeats Design Residency Winner Holly Smith



Sophie Knox - Female Personality Of The Year 2016



Declan Reidy - Male Personality Of The Year 2016

2015 WorldSkills Medallion Of Excellence Winner

Joinery Apprentice Daniel Murphy won a Medallion of Excellence at the 43rd WorldSkills competition in Brazil in August 2015. The County Monaghan native underwent an intensive 10-week training programme at the Institute under the guidance of lecturer John Joe O'Reilly. Toolmaking apprentice Donal Logan of Tool & Gauge (Sligo) also represented Ireland in Plastic Die Engineering at the same event. He was mentored by staff member Stephen Reid.

Niall's Creative Knowhow

Niall McGonigle from Bundoran, Co Donegal, a final year Creative Design & Innovation student, was a national finalist at Ireland's Best Young Entrepreneur Awards 2016

His concept, shortlisted in the 'Best New Business Idea' category, is based on a revolutionary device to help patients recover from bowel surgery.

Holly's Driving Ambition Earns Centre Stage

An artistic portrayal of William Shakespeare's Macbeth driving a Formula 1 racing car helped Holly Smith, a final year Performing Arts design student, secure the prestigious Yeats Design Residency for 2016 with the world famous Abbey Theatre in Dublin. The Yeats Design residency is an annual collaboration between the Abbey and IT Sligo, which began in 2012, and aims to nurture the talent of young Theatre Design students in the Institute's Performing Arts degree programme.

Clubs & Socs Awards Honour

Sophie Knox from Newport in County Mayo, a final year Mechatronics student, was named Female Personality of the Year at the Institute's annual Clubs & Societies Awards ceremony for 2016 for her work with the Institute's badminton club. She was also an INTEL Women In Engineering award winner for 2016.

Tee To Green

IT Sligo sports scholarship student, Declan Reidy, was named male Personality of the Year at the Institute's Clubs & Societies Awards ceremony for his golfing exploits during the 2015/16 academic year, which saw him secure a prestigious Royal & Ancient golfing scholarship. Declan was subsequently successful in his application to become an IT Sligo Graduate Ambassador for 2016/17.

Sporting Success

At IT Sligo, we want our students to reach their full potential, academically and personally. The Institute's Sports Scholarship programme has been running since 2003 and provides a support structure for high achieving sports scholars.



32 IT Sligo Students Were Awarded New Sports Scholarships In The 2015/16 Academic Year

Aimed at developing their skills and making them ambassadors for the Institute in competitions at home and abroad.

The awards spanned 13 sporting disciplines including athletics, Gaelic games, soccer, racquetball, clay pigeon shooting and lacrosse. A further 23 students had their existing sports scholarships renewed.

New AbbVie Scholarship Partnership - Ambition Beyond Sport

In the summer of 2016, IT Sligo introduced an additional Sports Scholarship programme in a new collaboration with the global biopharmaceutical company AbbVie.

The AbbVie Sports Scholarship & Internship Programme aims to give high achieving students in the sporting arena a new opportunity to realise their professional career ambitions. Two AbbVie scholarships, each worth €2000, are awarded. The successful candidates are also eligible for a paid student internship with AbbVie during the summer months.



IT Sligo sporting successes during the 2015/16 academic year included:

World Kickboxing Champion

Dessie Leonard, a Level 7 graduate in Health Science & Physiology (and currently studying for his L8 add-on in Public Health & Health Promotion) won the WAKO World Kickboxing title on November 28th in Dublin. Dessie is also a recipient of an IT Sligo Gold Sports Scholarship.

Surfers Win Intervarsities Title

The prowess and skill of IT Sligo's surfing team saw them win the 2016 National Intervarsities Surfing Championships. IT Sligo beat off stiff competition to

secure the overall team title for the second time in the Institute's history.

Hurlers Win Fergal Maher Cup

It was a year to remember for the IT Sligo hurling team as they lifted the Fergal Maher Cup for 2016 with victory over GMIT Letterfrack in the final, which took place at the Higher Education hurling finals weekend, hosted by Cork Institute of Technology.

Basketball Title

The Institute's men's basketball team lifted the All-Ireland league Division 3 title in 2016 with a victory over DIT in the final.

Dolphin Strikes Gold

County Galway's Shane Dolphin, an online Bachelor of Engineering student in Polymer Processing, won the All-Ireland Karate Intervarsities title in the men's Kata event.



World Kickboxing Champion Dessie Leonard



The IT Sligo Surfing Team - Intervarsities Champions 2016



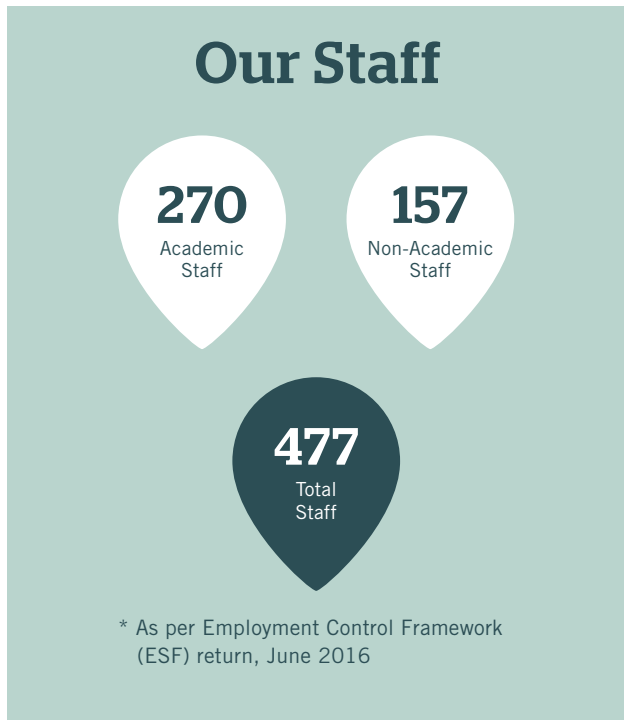
Our Fergal Maher Cup Winners 2016



The IT Sligo Basketball Team



Karate Champion Shane Dolphin



Corn Sheain Mhic Mhagnais

The Corn Sheain Mhic Mhagnais, which was established by the Institute's former Chairman, Sean McManus, is awarded annually to recognise the contributions/achievements of an individual or group. The 2015/16 recipient was Mairead McCann, lecturer in the School of Business & Social Sciences. The award acknowledged Mairead's contribution to the School of Business & Social Sciences since 1996.

Marion's Book Wins International Award

Dr Marion Dowd's landmark study entitled "The Archaeology of Caves in Ireland" was named Book of the Year at the 2016 Current Archaeology Awards in London. It was one of just six books to make the shortlist. This is the first time that a book written by an Irish archaeologist – and a book on Irish archaeology – has won this prestigious accolade.

An independently-commissioned survey of the Institute's students during the 2015-16 academic year, conducted by Behaviour & Attitudes, highlighted the staff as one of IT Sligo's greatest strengths. That is testament to the dedication and commitment of the Institute's academic and support personnel who pride themselves on providing a personal and student-centred approach to teaching and learning. Here are some of the individual staff highlights and achievements:

Women In Science Honoured

Dr Frances Lucy and Dr Mary Heneghan were among a group of Ireland's female academics to be honoured at a special event, hosted by the President of Ireland, Michael D. Higgins, in Áras an Uachtaráin. The event highlighted the achievements and roles that women are playing in science across all levels of education.

Teaching Expertise Earns National Recognition

Two of the Institutes online lecturers Brian Coll and Dr John Donovan won a National Forum Teaching Expert Award for 2015. They were rewarded for their work in delivering Ireland's first Massive Open Online Course (MOOC). The award, co-ordinated by the National Forum of Teaching and Learning in Higher Education, aims to identify expert teachers who are models for excellence in teaching and whose knowledge about learning impact is strong and evidence based. In delivering the Lean Six Sigma MOOC, Brian and John successfully addressed the challenges that a large number of participants brought to online education. The MOOC attracted 2,400 participants from 45 countries.



*L-R: Dr Frances Lucy, Sabina Higgins,
President Michael D. Higgins & Dr Mary Heneghan*



Teaching Expert Winners Dr John Donovan & Brian Coll



*Corn Sheain Mhic Mhagnais Winner Mairead McCann (Right)
Receives Her Award From Beatrice Flavin.*



Dr Marion Dowd

Research & Innovation



02

**Research Income:
€2.1 million**

*As per Statutory Accounts 31/08/2015

World Class Research

IT Sligo is continually developing and enhancing its research profile. In 2016, two landmark pieces of research earned international recognition for the Institute.

The Bear Bone Which Has Rewritten Irish History

A remarkable archaeological discovery in a Co. Clare cave has pushed back the date of human existence in Ireland by 2,500 years. This discovery re-writes Irish archaeology and adds an entirely new chapter to human colonisation of the island – moving Ireland’s story into a new era.

Radiocarbon dating of a butchered brown bear bone, which has been stored in a cardboard box at the National Museum of Ireland for almost 100 years, has established that humans were on the island of Ireland some 12,500 years ago – 2,500 earlier than previously believed.

Since the 1970s, the oldest evidence of human occupation on the island of Ireland has been at Mount Sandel in Co. Derry. This site has been dated at 8,000 BC, which is in the Mesolithic period, indicating that humans had occupied the island for some 10,000 years. However a new analysis of the bear patella – or knee bone – originally found in Co. Clare in 1903 gives us undisputed evidence that people existed in Ireland during the preceding Palaeolithic period at 10,500 BC, some 12,500 years ago. This is a major breakthrough for archaeologists who have spent decades searching for earlier signs of human occupation on the island.

The discovery was made by Dr Marion Dowd, an archaeologist at IT Sligo, and Dr Ruth Carden, a Research Associate with the National Museum of Ireland.

The story attracted worldwide attention with an audience of millions of people worldwide consuming it regionally, nationally and internationally – from Australia, China, Asia, to the US and other regions.



The Bear Bone Which Has Rewritten Irish History

ANATOMY OF A DISCOVERY

8,000 BC MESOLITHIC ERA
The date, in the Mesolithic era, previously believed to have been when humans first existed in Ireland, i.e. 10,000 years ago.

10,500 BC PALAEOLITHIC ERA
The date, in the Palaeolithic era, we now know humans existed in Ireland, i.e. 12,500 years ago.

BONES OF THE STORY

1903
A bear bone (patella) with cut marks is discovered at the Alice and Gwendoline (A&G) cave in Co Clare.

1920s
The bone is sent to the National Museum of Ireland, where it is stored for almost 100 years.

2010-11
Dr Ruth Carden, at the National Museum, documents all of the animal bones taken from the A&G cave.

2011
Funded by the Royal Irish Academy, Dr Marion Dowd at IT Sligo and Dr Ruth Carden get the bear bone radiocarbon dated.

2012
First independent confirmation of the 10,500 BC date comes back from the Chrono Centre at Queen's University Belfast.

2013
Jill Cook of the British Museum in London examines the bone and concludes the cut marks were made on fresh bone.

2014
IT Sligo sends the bone to the ORAU lab at Oxford University which independently confirms the 10,500 BC date.

2015
The cut marks are examined by experts at the University of York and the Central European University in Hungary, who independently confirm the cut marks were made by humans on fresh bone.

LATE 2015
Dr Dowd and Dr Carden submit their paper on the findings to the Quaternary Science Reviews (QSR) for consideration.

MARCH 2016
It is revealed that human existence in Ireland has been pushed back 2,500 years to 10,500 BC and history is re-written.

Institute of Technology Sligo www.itsligo.ie IT Sligo



Professor Suresh C. Pillai

Controlling The Spread Of Superbugs

A team of scientists, led by Professor Suresh C. Pillai from IT Sligo, developed a new long-term solution to the growing global problem of antibiotic-resistant superbugs. The breakthrough allows everyday items – from smartphones to door handles — to be protected against deadly bacteria, including MRSA and E. coli. Using nanotechnology, the discovery is an effective and practical antimicrobial solution — an agent that kills microorganisms or inhibits their growth — that can be used to protect a range of

everyday items. This collaborative research project involved IT Sligo, DIT, DCU, University of Surrey and Kastus Technologies (Ireland) The team discovered a waterbased anti-bacterial solution which, using photocatalysis, successfully acts as a prevention mechanism, when either applied directly to smooth glass or ceramic surfaces, or is built into product design and manufacturing from the outset.

2015/16 Was Also A Period Of Significant Activity & Development In The Institute's Three Strategic Research Centres:

1. PEM (Precision Engineering & Manufacturing)

IT Sligo was awarded €358,000 under the Enterprise Ireland Technology Gateway Scheme to establish a Technology Gateway Centre at the Institute in the manufacturing area. This award provides the Institute with a vital piece of national infrastructure to underpin the development of supports and services to industry and business in the region. It is a new gateway of opportunity for developing businesses in the precision engineering, manufacturing and materials sectors. The PEM Gateway provides a resource network targeted at companies based both in the North West and nationally. It aims to give companies an opportunity to develop their business through collaborative research and development while networking with other businesses in the area.

2. CERIS (Centre For Environmental Research Innovation & Sustainability)

The Institute's Centre for Environmental Research, Innovation & Sustainability (CERIS) was part of a successful consortium for the Horizon 2020 Call: ISIB-02-2015 - 'Closing the research and innovation divide: the crucial role of innovation support services and knowledge exchange'. The IT Sligo role in this project was led by Dr James Moran from CERIS. The total value of the project €2,236,468 with the value to IT Sligo €158,421. CERIS was also successful in a research bid for an EPA Research project 2016-2019: 'Prevention, control and eradication of invasive species'. This is a partnership with Queen's University Belfast and Invas Biosecurity. Total value €319,9854. Value to IT Sligo €106,585.

3. CRISP (Centre For Research In The Social Professions)

CRISP continues to progress its work towards becoming the leading multidisciplinary research centre in the North West of Ireland, researching social policies and practices impacting on people's daily lives. In partnership with social professionals and local communities, CRISP has developed its mission of improving the quality of life for those living within the region. For this work to happen, CRISP uses the knowledge, skills and expertise of local people, researchers from across IT Sligo, and international, national and local partners (eg: Canadian, North American and European academic partners; national and local government; statutory, private and voluntary sector agencies).

Contract Research Unit

The Institute established a Contract Research Unit (CRU) as a focus for research and innovation engagement with SMEs. This followed the design and approval of a new SME engagement model in the INTERREG IVA funded CREST project. CRU provides a dedicated outreach Research & Innovation support to regional enterprises, communities and individuals. It offers SMEs advice on funding initiatives available, assistance with funding applications and provides/sources the technical skills to enable SMEs to develop their project.

New Recognised Research Groups

The Institute established five new Recognised Research Groups (RRGs) in 2016.

The objective of the RRGs is to focus disciplinary/multidisciplinary research at the Institute that is not currently encompassed within the Institute's existing larger Strategic Research Centres (SRCs), to build critical mass that will result in: greater engagement by staff in research; an increase in the number of research students; an increase in the number of successful funding applications; and an increase in peer reviewed publications.

The New Recognised Research Groups Are:

- The Nanotechnology and Bioengineering Research Group (Nano-Bio): Prof. Suresh Pillai, Dr Ailish Breen, Dr Sarah Hehir, Dr Uma Tiwari, Dr Yvonne Lang, Dr Eileen Armstrong
- The Mobilities Research Group: Dr James Hanrahan, Louis McManus, Mary McGuckin
- The Mathematical Modelling Research Group: Dr Akinlolu Akande, Dr Leo Creedon, Dr John Donovan and Dr Marion McAfee.
- The Clinical Health and Nutrition Research Group (CHANCE): Dr Kenneth Monaghan, Dr Gemma McMonagle, Maire McCallion
- The Cellular Health and Toxicology Research Group (CHAT): Dr James Murphy, Dr Mary Garvey, Dr Thomas Smyth.

Innovating Our Future

Entrepreneurship is the lifeblood of the economy and it is at the heart of IT Sligo's dynamic Innovation Centre. For 28 years, the centre has been a shining light in the region, a benchmark for excellence, one that is supported and nurtured by the Institute. IT Sligo places immense importance on entrepreneurship and plays a central role in developing that within the region. Through their ideas, skills and industry experience, Innovation Centre companies create employment and they blaze a trail for others to follow.

Today, the Innovation Centre at IT Sligo is home to 30 businesses at different stages of development that between them employ more than 82 people and generate annual sales in excess of €3m. The development, sustainability and success of SMEs are particularly important in regional areas.

During the period in review, highlights included:

A New Hive Of Activity In Leitrim

IT Sligo extended its campus infrastructure and operations into County Leitrim in 2016 with the official opening of a new dedicated facility at the Hive, Leitrim's Technology Enterprise Centre, in Carrick-on-Shannon. The new premises is a collaboration with the Leitrim Enterprise Office (LEO), and helps enhance the Institute's reach into the region, enabling it to use the new base for its innovation, online and contract research activities.



The Official Opening Of IT Sligo's New Outreach Facility At The Hive In Co Leitrim

Start Up Gathering

The Innovation Centre at IT Sligo was a key backer in three regional networking events for dynamic Sligo, Leitrim and Donegal entrepreneurs. They were staged in the North West as part of the Start-up Gathering 2015. This was a week-long series of events in October 2015 which aimed to provide a platform to support and celebrate entrepreneurs and business success.



ORRECO & IBM

Irish elite sports firm ORRECO, which has its Sligo office at the Innovation Centre announced in September 2015 that it was partnering with IBM on its billion-dollar super computer Watson to build an app that will help sports teams to make decisions on training and treatment for their star athlete to avoid injury and maximise performance. The company, co-founded by Dr Brian Moore (pictured), has developed bio-analytics that analyse blood and other performance data in an elite athlete's body. Clients include Newcastle United football club and golfers Padraig Harrington and Graeme McDowell.

Regional Jobs Strategy For North West

IT Sligo's growing reputation as a regional hub for entrepreneurship and innovation made it a fitting venue for the Government's launch of the North East/North West Action Plan for Jobs in November 2016.. The regional jobs strategy was announced by the Minister for Jobs, Enterprise and Innovation, Richard Bruton T.D. and aims to deliver 10-15% employment growth in the region over the coming years. This amounts to a target of 28,000 additional jobs in the region by 2020. Key sectors targeted as part of the plan include traditionally strong sectors for the region such as manufacturing/engineering, agri-food and tourism as well as areas targeted for future growth like digital payments, cleantech and creative services.



Regional Jobs Strategy For North West

Regional Skills Forum

The Institute played a key role in the establishment in 2015 of the North West Regional Skills Forum, as part of the Government's National Skills Strategy. The Forum provides an opportunity for employers and the education and training system to work together to meet the emerging skills needs of their regions. It aims to be a single contact point for the region's employers, to help them connect with the range of services and supports available across the education and training system.

New Frontiers Programme For Entrepreneurs

The Innovation Centre at IT Sligo, in partnership with the CoLab at Letterkenny Institute of Technology (LYIT), agreed a five-year contract in July 2016 with Enterprise Ireland to continue the roll out of its national entrepreneur development programme, New Frontiers. This is the largest programme of its kind to be delivered in the North West, and equips new start-ups with the relevant skills to establish and run a successful and sustainable company.

External Engagement & Outreach

03



Active engagement with the world outside of the campus walls is fundamental to the success of the contemporary higher education institution. IT Sligo actively develops and maintains such engagement with individuals, communities, firms, non-governmental organisations and the public sector, in Ireland and internationally.

Such engagement supports the development of relevant and contemporary teaching and learning; and assists in the cultural and economic development of Sligo, the North-West region and more broadly increases graduate employability and opportunity. It helps promote the Institute as a chosen place to study, work and engage in sporting, social, recreational and educational activity.

College Neighbours In Education Collaboration

The Institute established a new educational partnership with the Sligo College of Further Education with the aim of enhancing the third level opportunities for Post Leaving Certificate (PLC) course students in the North West region. The collaboration aims to identify and map the pathways from Further Education (FE) programmes in the Mayo, Sligo and Leitrim Education Training Board (MSLETB) into IT Sligo programmes. The initial partnership with Sligo College of Further Education strives to promote interaction between programme teams in IT Sligo and specific PLC programmes and is made easier by the colleges' geographical proximity to one another in the Ballinode area of Sligo.

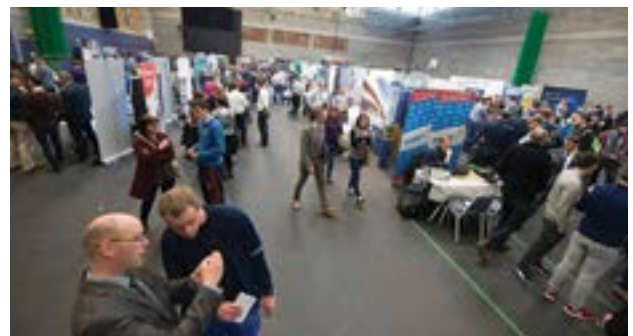


Staff From The Sligo College Of Further Education & IT Sligo

'Sligo Sings'
(Main photograph on the left) – The IT Sligo Choir, made up of staff and students of the college took part in the inaugural Sligo Sings concert in November 2015. The Sligo Sings project was devised by the Hawk's Well Theatre and brought together choirs from six of Sligo's largest organisations and work places. The Institute's collaboration with the Hawk's Well received two national nominations for the 2016 Business to Arts award in the 'Best Use of Creativity in the Community' and 'Best Creative Staff Engagement' categories.

Engineering Expo

The diversity and range of career possibilities in engineering was showcased at a new interactive event for students and jobseekers at the Institute's Knockneara Arena in My 2016. The Engineering Expo was a collaboration with local industry, bringing together leading national and international engineering practitioners along with training expertise in the sector, and schools from across the North West region. The event attracted hundreds of students, parents and jobseekers who were interested in finding you more about the vast array of jobs available in engineering, and the skills needed to get them. Thanks to the strong backing provided by local industry, the Engineering Expo is set to become an annual event.



Engineering Expo 2016

New Auditorium

The construction of a 280-seater lecture and conference space in the heart of IT Sligo's campus began in April 2016 and was completed in August 2016. The new facility, situated in IT Sligo's main building, significantly enhances the Institute's ability to meet the needs of its students and staff as well as those of the community and regional business. The auditorium was designed by Rhatigan Architects (Sligo), and was built to a high specification with the latest audio and visual systems by Boyle Construction (Donegal) and was completed on budget (€1.5 million) and on time.



New Auditorium



Proclamation Day



Sligo Through The Decades



Macalla



*(L-R) Dr Jeremy Bird (Head of School of Science),
Professor Jocelyn Bell Burnell & Professor Vincent Cunnane
(President) At Science Week 2015.*

Commemorating 1916

As part of the Ireland 2016 commemorative programme, the Department of Education and Skills provided time for schools, colleges and third level institutions across the country to commemorate and reflect upon the events of 100 years ago. Theatre, music, song and academic discourse shaped an extensive programme of free public events at IT Sligo on March 15th, 2016. – Proclamation Day.

The Yeats Library at IT Sligo and Transition Year students from across County Sligo brought together a series of local events and stories from 1916 – 2016 as part of a novel local history research project. The 'Sligo Through The Decades' projects involved participants from several of Sligo's secondary schools - St Attracta's, Tubbercurry, Coola Post Primary School Riverstown, St Mary's Ballisodare, Mercy College, Sligo Grammar, Summerhill College and the Ursuline College – The finished work formed a travelling exhibition which toured the various schools during 2016.

The Institute's Knocknarea hosted one of the flagship 1916 commemoration events for the North West region, when it staged the spectacular Macalla 1916 concert in front of a sell-out 1,200 crowd. The Macalla 1916 suite was a new musical composition, written by Sligo's Michael Rooney for the Comhaltas National Folk Orchestra of Ireland. The orchestra featured over 60 of the finest best classical and traditional musicians in the country.

Science Week Looks To The Stars

Renowned astrophysicist, Professor Jocelyn Bell Burnell, who has helped the world expand its understanding of the universe, was among the guest lecturers during Science Week 2015 at IT Sligo. Science Week is an annual celebration of Science offering a fascinating series of free public events each November. Professor Bell Burnell, who discovered pulsars while completing her PhD at Cambridge University in the late 1960s, also visited secondary schools in Sligo as part of a visit coordinated by the Institute's School of Science. This was among the many highlights of Science Week which also included the annual Science Fair, held on the opening Sunday the festival, proving hugely popular once again with the hundreds of families and younger visitors who attended.

Sligo Live Indie Roots & Rock Festival

Jools Holland and his Rhythm & Blues Orchestra were the star turn at Sligo Live Indie Roots & Rock Festival at IT Sligo Knocknarea Arena in October 2015. Sligo Live is hosted by the Institute annually and is just one example of a wide range of major community entertainment and recreational events to be staged on campus.



Jools Holland & His Rhythm & Blues Orchestra Were The Star Turn At Sligo Live Indie Roots & Rock Festival At IT Sligo Knocknarea Arena In October 2015.

The Appliance Of Science

Dr Sarah Hehir, lecturer in the School of Science, presented a 14-part radio series entitled 'The Appliance of Science' during the period under review. This project was a collaboration with Ocean FM and sought to teach basic principles of science in an accessible way. The series was shortlist for an e-Government award in 2016.

Aoife's App Helps Drowsy Drivers Stay Safe

A project designed to help drowsy drivers stay safe on the roads won the top award at SciFest 2016 at IT Sligo. SciFest is an annual celebration of Science for second-level students nationwide, which has been running since 2008. It brings hundreds of students from schools in counties across the region to the campus each year. The 2016 winner, Aoife Kearins, was a fifth-year student at the Ursuline College in Sligo. She developed an app called "Drowsy Eye Opener – helping drowsy drivers stay safe." The app is a wearable device which measures body temperature, and alerts drivers to possible fatigue.



The Institute's Annual Science Fair In 2015 Attracted Big Crowds

'Liminal Spaces, Art, Architecture & Place'

An ambitious exhibition, which reimagined the potential of the North West of Ireland through art and architecture, was held at The Model in Sligo in Autumn 2015. 'Liminal Spaces, Art, Architecture and Place' was devised and developed in collaboration with Architectural Design staff at IT Sligo. The exhibition took its starting point, both the place and the poem 'The Lake Isle of Innisfree' by W.B Yeats. It combined newly commissioned work by six noted Irish and international artists alongside a selection of the entries from the Yeats 2015 International Architecture Competition, conceived by the Institute of Technology Sligo Architectural Design Programme team, Cliona Brady, Bernadette Donohoe and Michael Roulston, in partnership with the Model Sligo, Yeats 2015, Hazelwood Demesne Ltd and Sligo County Council. The competition attracted strong international interest with in excess of 400 registration enquiries from 33 countries and 110 entries were made for the main award.



SciFest 2016 Winner Aoife Kearins



'Liminal Spaces, Art, Architecture & Place'

Towards A Technological University

04



In October 2015, IT Sligo and its strategic partners in the Connacht-Ulster Alliance (CUA), GMIT and Letterkenny IT, were granted formal approval by the Minister for Education & Skills, Jan O'Sullivan T.D. to proceed to the next stage (Stage 2) of the process in establishing a Technological University (TU) for the West/North West of Ireland.

The criteria for achieving Technological University status, working more closely with employers to ensure the provision of graduates with the skills required to succeed in the modern workplace; more active in applied research and innovation with greater impact in the region and beyond; and engaging with all the stakeholders in the region to ensure maximum contribution to regional development, align with the mission of our Institute since its foundation. Thus, pursuing the ambition of Technological University status is being true to our history.

While a degree of uncertainty surrounds the current legislative process for establishing Technological Universities, we remain focussed on achieving the criteria as set out, as IT Sligo will be a better institution for achieving the criteria and will be better placed to achieve Technological University status, in what legislative context emerges.

Achieving the criteria to become a Technological University will have a transformational effect on the Institute and its students, and will act as a catalyst to the social and economic development of the region. A TU will have the scale to increase offerings to students in the region, thus stemming the flow of the over 45% of students who sit their Leaving Certificate in the Connacht-Ulster region and who leave to attend higher education institutions elsewhere. The TU will have the critical mass and expertise to develop internationally recognised research centres in selected strategic areas. It will provide enhanced opportunities for both staff and students, and it will grow the combined scope of the institutions that come together to more deeply engage with industry and the region, driving research, enterprise and entrepreneurial activity. A TU will provide enhanced support to entrepreneurs establishing new business, indigenous SMEs and help attract foreign investment.

The realisation of a Technological University will be a defining moment for the provision of higher education in Sligo and the North West. It will be a catalyst for economic development in the region, increasing the attractiveness of the region for inward investment as well as developing and retaining highly skilled graduates in the region.



Left to Right:
Paul Hannigan (President, LYIT), Professor Vincent Cunnane (President, IT Sligo) & Dr Fergal Barry (President, GMIT)

Governing Body & Academic Council



05

Governing Body 2015 - Present

The Governing Body of IT Sligo met on seven occasions during the period under review.

Chairman

Mr Ray MacSharry*

President

Professor Vincent Cunnane

Section 4 (1) (a) And (b)

Cllr Margaret Gormley (MSLETB)

Mr David McGuinness (MSLETB)

Cllr Tereasa McGuire (MSLETB)

Cllr Joe Queenan (MSLETB)

Mr Geoffrey Browne (DETB)

Section 4 (1) (c)

Dr Michael Barrett (Academic Staff)

Ms Angela Bartlett (Academic Staff)

Section 4 (1) (d)

Ms Veronica Cawley (Non-Academic Staff)

Section 4 (1) (d)

Mr Cillín Folan (Student)

Ms Emma Sullivan (Student)

Section 4 (1) (f)

Ms Mary Dolan McLoughlin (ICTU)

Section 4 (1) (g)

Mr Conor Murphy (American Chamber of Commerce)

Mr Paraic Casey (HSE – North West)

Mr Felim McNeela (Sligo Chamber of Commerce)

Ms Helen Boyce (Environmental Protection Agency)

Mr Philip Delamere (Arts Council)

Secretary To Governing Body

Ms Elizabeth McCabe (Secretary/Financial Controller)

*Stood down in February 2016.

Advisors

Mr Colin McLea (Registrar)

Dr Jeremy Bird (Head of School of Science)

Dr Perry Share (Head of School of Business & Social Sciences)

Mr Shane Fanning (Head of School of Engineering & Design)

Mr Tom Reilly (Head of Strategy & Planning)



Ray MacSharry

Mr Ray MacSharry stepped down as Chairman of the Governing Body in February 2016. Ray has had a lifetime association with the Institute. He was Chairman of the inaugural Board of Management of Sligo Regional Technical College when it was first established in 1969. He was here when the college first opened its doors to the first intake of students in September 1970, and was Chair of the college's first eight years of its existence until he became Minister of State in 1978. Ray has remained a passionate advocate for IT Sligo and served a second term as Chairman of the Governing Body from 2010 to 2016. A presentation to mark his contribution to the development of the Institute was made in September 2016. IT Sligo extends its gratitude to Ray for his drive and unstinting belief down through the years in the capabilities and potential of the Institute.



New Chair Of Governing Body

The Minister for Education and Skills appointed Mr Niall O'Donnellan as Chairperson of the Governing Body of the Institute of Technology, Sligo with effect from August 30th, 2016.

The appointment is for a period of five years. Mr O'Donnellan has served for the past decade as a member of Enterprise Ireland's leadership team. At the time of his appointment, he was Head of Strategy, People and Regions with EI. He has previous Board experience having served on the Údarás of NUIG for three years 2014-16, and in that role chaired the Academic Planning and Resources Sub-Committee of the Údarás.

Academic Council Members 2015-2016

Professor Vincent Cunnane
Mr Colin McLean
Dr Michael Barrett
Ms Angela Bartlett
Dr John Bartlett
Mr Aidan Bell
Dr Jeremy Bird
Dr James Brennan
Ms Aodhmar Cadogan
Mr Pat Carter
Dr Tasmin Cavaliero
Mr Noel Connaughton
Ms Áine Doherty
Ms Stephanie Donegan
Ms Anne-Marie Duddy
Mr Shane Fanning
Mr Declan Feeny
Dr Billy Fitzgerald
Mr Cillín Folan
Mr Jim Foran
Mr Roddy Gaynor
Ms Eileen Gillen
Mr Martin Haverty
Ms Ann Higgins
Dr Oliver Joyce
Mr John Kelleher
Ms Una L'estrane
Dr Frances Lucy
Dr Brian McCann
Ms Mairead McCann
Dr Catherine McGuinn
Mr Trevor McSharry
Dr Breda McTaggart
Dr Carol Moran
Mr Noel Moran
Mr Emmet O'Doherty
Dr Tomás O'Flaherty
Ms Úna Parsons
Dr John Pender
Mr Tom Reilly
Dr Perry Share
Dr David Tormey
Dr Rhona Trench

IT Sligo - Executive Management

Professor Vincent Cunnane

President

Ms Elizabeth McCabe

Secretary/Financial Controller

Mr Colin McLean

Registrar

Dr Jeremy Bird

Head of School of Science

Dr Perry Share

Head of School of Business & Social Sciences

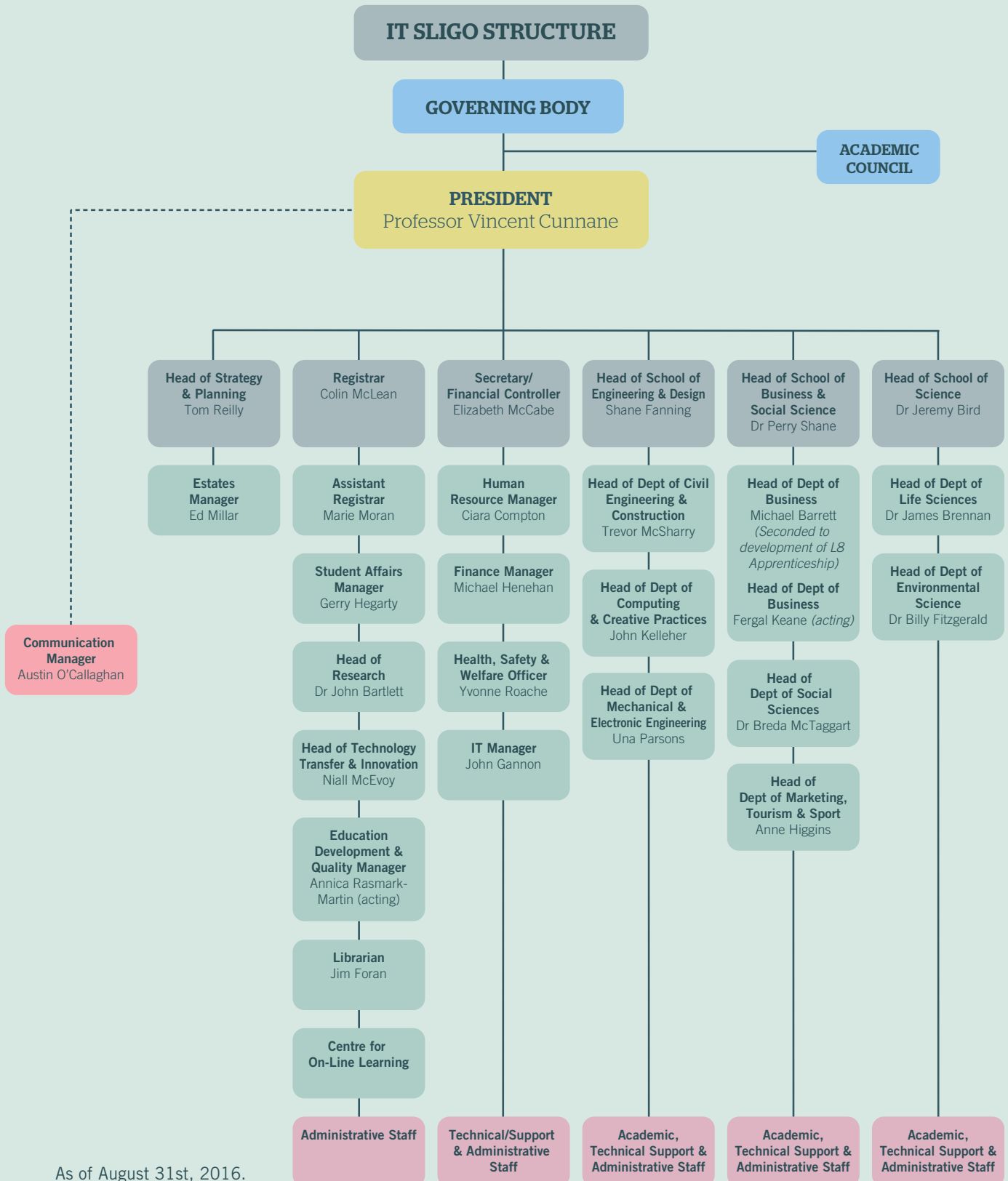
Mr Shane Fanning

Head of School of Engineering & Design

Mr Tom Reilly

Head of Strategy & Planning

IT Sligo Organisational Chart



As of August 31st, 2016.

Accounts

A close-up photograph of a person's hand holding a blue pencil, poised to write on a document. The person is wearing a blue and white striped long-sleeved shirt. The background is blurred, showing other people in a meeting or office setting.

06

Financial Report

The financial statements for the year ended 31st August 2015 were audited by the Comptroller and Auditor General and approved without qualification on the 28/09/2016.

To view the IT Sligo Statutory Accounts for 2014/15 in full, please visit www.itsligo.ie/publications.

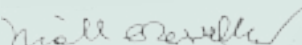
Consolidated Income & Expenditure For Year Ended 31/08/2015

	Note	2015 €'000	2014 Restated €'000
Income			
State Grant	1	17,948	17,494
Student Fees	2	18,727	18,626
Amortisation of Deferred Capital Grants	17	2,895	2,813
Research Grants and Contracts	3	2,098	2,739
Student Support Funding Income recognised	4	220	284
Other Income	5	2,658	2,612
Interest Income		163	433
		<u>44,704</u>	<u>45,001</u>
Expenditure			
Academic Departments	6	23,486	23,033
Academic Services	7	2,025	1,990
Facilities Costs	8	3,077	3,013
Central Administration and Services	9	5,671	5,072
General Educational Expenses	10	951	947
Student Services	11	1,663	1,651
Research Grants and Contracts	3	2,331	2,006
Student Support Funding Income applied	4	220	284
Other		372	257
Depreciation	14	2,901	2,820
		<u>42,697</u>	<u>41,073</u>
Operating Surplus		<u>2,007</u>	<u>3,928</u>
Transfer to Capital Development Reserve		(7,500)	(1,515)
Accumulated Surplus at 1st September		<u>14,278</u>	<u>11,865</u>
Accumulated Surplus at 31st August		<u>8,785</u>	<u>14,278</u>

There are no gains or losses other than those recognised above.

The Statement of Accounting Policies, Cash Flow Statement and Notes 1 to 27 form part of the financial statements.

Signed on behalf of the Governing Body:

Chairman: 
Niall O'Donnellan

President: 
Brendan McCormack


Date: 7th December, 2016

Consolidated Balance Sheet For Year Ended 31/08/2015

	Note	2015	2014
Fixed Assets		€'000	€'000
	14	76,115	76,057
		<u>76,115</u>	<u>76,057</u>
Current Assets			
Debtors and Prepayments	15	1,329	2,021
Cash at bank and in hand		21,556	21,107
		<u>22,885</u>	<u>23,128</u>
Current Liabilities			
Creditors and Accrued Expenses - Amounts falling due within one year	16	5,401	5,840
Net Current Assets			
		<u>17,484</u>	<u>17,288</u>
Net Assets			
		<u>93,599</u>	<u>93,345</u>
Represented by			
Deferred Capital Grants	17	76,076	76,019
Income and Expenditure Account		8,785	14,278
Capital Development Reserve	20	8,738	3,048
		<u>93,599</u>	<u>93,345</u>

The Statement of Accounting Policies, Cash Flow Statement and Notes 1 to 27 form part of the financial statements.

Signed on behalf of the Governing Body:

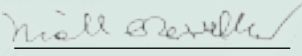

Chairman:  Niall O'Donnellan President:  Brendan McCormack Date: 7th December, 2016

Institute Balance Sheet For Year Ended 31/08/2015

	Note	2015	2014
		€'000	€'000
Fixed Assets			
	14	76,076	76,019
		<u>76,076</u>	<u>76,019</u>
Current Assets			
Debtors and Prepayments	15	1,669	2,125
Cash at bank and in hand		21,027	20,643
		<u>22,696</u>	<u>22,768</u>
Current Liabilities			
Creditors and Accrued Expenses - Amounts falling due within one year	16	5,335	5,715
Net Current Assets			
		<u>17,361</u>	<u>17,053</u>
Net Assets			
		<u>93,437</u>	<u>93,072</u>
Represented by			
Deferred Capital Grants	17	76,076	76,019
Income and Expenditure Account		8,623	14,005
Capital Development Reserve	20	8,738	3,048
		<u>93,437</u>	<u>93,072</u>

The Statement of Accounting Policies, Cash Flow Statement and Notes 1 to 27 form part of the financial statements.

Signed on behalf of the Governing Body:

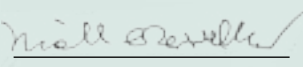
Chairman:  Niall O'Donnellan
 President:  Brendan McCormack
 Date: 7th December, 2016

Consolidated Cash Flow For The Year Ended 31/08/2015

	2015	2014
	€'000	€'000
Reconciliation of Operating Deficit to Net Cash Inflow from Operating Activities		
Operating Surplus	2,007	3,928
Interest Income	(163)	(433)
Profit)/Loss on disposal of Fixed Assets	-	-
Depreciation	2,901	2,820
Amortisation in line with Asset Depreciation	(2,895)	(2,813)
Decrease/(Increase) in Debtors	649	(258)
(Decrease) in Creditors	(386)	(733)
Net Cash Inflow from Operating Activities	<u>2,113</u>	<u>2,511</u>
Cash Flow Statement		
Net Cash Inflow from Operating Activities	<u>2,113</u>	<u>2,511</u>
Interest Received	206	487
Capital Expenditure		
Payments to acquire Fixed Assets	(3,012)	(9,678)
Proceeds from the Disposal of Fixed Assets	-	-
<i>Net Cash Outflow for capital expenditure</i>	(3,012)	(9,678)
Financing		
State Capital Grants Spent on Fixed Assets	(72)	-
State Recurrent Grants Spent on Fixed Assets	1,063	876
Other funds spent on Fixed Assets	151	194
<i>Net Cash Inflow from Financing</i>	<u>1,142</u>	<u>1,070</u>
Increase/(Decrease) in Cash	<u>449</u>	<u>(5,610)</u>
Reconciliation of Net Cash Flow to movement in Net Funds		
Increase/(Decrease) in Cash	449	(5,610)
Opening Net Funds	<u>21,107</u>	<u>26,717</u>
Net Funds at 31 August	<u>21,556</u>	<u>21,107</u>

The Statement of Accounting Policies, Cash Flow Statement and Notes 1 to 27 form part of the financial statements.

Signed on behalf of the Governing Body:

Chairman: 
Niall O'Donnellan

President: 
Brendan McCormack

Date: 7th December, 2016

Acknowledgements

Institute of Technology, Sligo is appreciative of the support from staff, students and stakeholders in the development of this Annual Report. Thanks also to photographers James Connolly, Ciaran McHugh, Seán Mullery, Tadhg Conway and Maxwell Photography for their contributions. This document is designed only to provide a reflection of the progress made by the Institute during the period September 1st 2015 to August 31st, 2016.

IT Sligo also wishes to acknowledge the support and funding provided by :



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