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To: National Planning Framework; Conor McCabe;
[REDACTED]
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Follow Up Flag: Follow up
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To whom it may concern,

I wish to make the following submissions to the National Planning Framework for the Southeast.

They both highlight the need for an integrated regional approach to long term planning and infrastructure provision

(1) The need for enhanced cardiology services in the South East

(2) The need for a Technological University for the South East.

I attach a copy of a discussion document on a TUSE and recommendations to a national review of cardiac services in a regional context.

Deputy David Cullinane

A regional case for enhanced cardiology services:

1. 1.1 In 2012 the Government published a Model of Care for Acute Coronary Syndrome to standardise treatment of patients suffering from heart attack in its different forms
2. 1.2 In February 2013 the Government published a report 'The Establishment of Hospital Groups as a transition to Independent Trusts' otherwise known as the 'Higgins Report'
3. 1.3 The Higgins Report Recommended that :

Waterford Regional Hospital will continue to provide invasive cardiology services for the South East Population

4. 1.4 In May 2016 the Programme for a Partnership Government was agreed between Fine Gael, Independent TD's and the Independent Alliance
5. 1.5 The Programme for Government stated:

We are committed to the development of a second Cath Lab in University Hospital Waterford subject to a favourable recommendation from an Independent clinical review of the needs of the region to be carried out within 6 weeks

6. 1.6 In July 2016 a report entitled an 'Independent Clinical Review of Provision of a Second Catheterisation Laboratory at University Hospital Waterford' otherwise known as the Herity Report was published
7. 1.7 This submission challenges the report's findings and recommendations based on:
 1. Existing Government and HSE Policy
 2. The role of UHW as a Regional Level 4 Hospital
 3. The difference between an effective cath lab catchment population and the actual regional population
 4. Distance patients travel for emergency PPCI
 5. Patient safety
 6. Risk analysis

1.8 The Minister for health accepts Dr Herity's findings and recommendations

1.9 The Minister for Health states that before he implements the reports commendations he has asked his Department to address the implications of these recommendations by undertaking a national review of all PPCI services

Recommendations:

1.10 Recommendations for a National Review

This report proposes that a National Review:

- Is framed in the context of existing national and regional policy (the ACS programme and the Higgin's Report) and is cognisant of the National Planning Framework
- Is Independent and based on clinical and medical need
- Consults widely with local clinicians and medical experts
- Is based on the actual population of the South East and not an arbitrary effective catchment population
- Must be cognisant of the range of travel time to hospitals outside the region and not the average time
- Clarifies the status of University Hospital Waterford as a Regional Hospital
- Identifies need and capacity

Innovation – Excellence - Technology



2017



A discussion paper on a Technological University of the Southeast

Deputy David Cullinane

Sinn Féin Spokesperson

Public Expenditure and Reform



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Key Recommendations:

- *The Southeast needs a University that is focused on the social and economic needs of the region and one that acts as an engine driving creativity and innovation*
- *The Technological Universities Bill needs to be considered by the Oireachtas Education committee as soon as possible and needs to address the concerns of institutes of technology and other stakeholders*
- *It is crucial that Technological Universities are autonomous, have the ability to borrow and receive a percentage of their core funding for research and development. There needs to be a level playing field for Technological Universities and existing Universities*
- *A multi-campus University needs a Governance centre or hub. In order to achieve integration and drive change a new University will need to have one over-arching structure to govern, manage and administer all of the Universities activities*
- *A new Technological University needs to be underpinned by capital funding that allows for development and progression to Technological Universities capable of delivering excellence*
- *It is recommended that a change in sequencing in the Technological University process is made to allow the International Panel of Experts to play a role much earlier. This would help in providing certainty and set an agreed and realisable roadmap to a Technological University.*



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A model for a Technological University of the Southeast

Introduction:



It is Government policy to establish Technological Universities and to allow Institutes of Technology to apply within strict qualifying criteria. One of the requirements is that no one institute can apply in its own right and must merge with another Institute. In the Southeast it is proposed to merge Waterford Institute of Technology and the Institute of Technology Carlow. It is intended that the combination and integration of both will form the new entity - a multi-campus University in the

region.

The process however had become bogged down in disagreement and got entangled in a snare of its own subjectivity. The absolute requirement of a merger has created difficulties and the energy, focus and resources of both institutes has been to service a merger process rather than on developing a model of what a University of the Southeast will look like.

A change in the Programme for Government on the merger criteria is welcome but it is unclear how this will impact on the Southeast. What is clear is that there is a sense of urgency for this region and clarity and certainty on a way forward is necessary. The Southeast needs a University that is focused on the social and economic needs of the region and one that acts as an engine driving creativity and innovation. This is the beginning of a new journey and one that offers tremendous potential.

The process to date:

According to the Department of Education the process for designation as a technological university consists of four stages and requires the merger of two or more institutes of technology prior to application for designation as a Technological University.

The Technological University for the South-East project (TUSE) was initiated in 2011 and consists of a consortium of two Institutes of Technology; Institute of Technology Carlow (ITC) and Waterford Institute of Technology (WIT). The TUSE consortium submitted a Stage 1 expression of interest in 2012. However according to the Minister for Education, following this initial promising start, the consortium encountered a series of challenges and difficulties and did not succeed in finalising a Stage 2 Plan prior to the decision by WIT to suspend merger activities in October 2014.

Following meetings with both Institutes, in early November 2014, the then Minister for Education and Skills announced the establishment of a new process of engagement and consultation, with the governing bodies, staff and students of both Institutes, together with

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the wider community in the South-East. This process was conducted by Mr. Michael Kelly who met with stakeholders in all of the counties of the region including Local Authorities, Chambers of Commerce, employers, the Enterprise Development Agencies, Social and Community Groups as well as public representatives.

In all some forty meetings took place. The then Minister met with Mr. Kelly on 2 July 2015 and received his report on the outcome of the engagement and consultation process. According to the Department the total cost incurred in the preparation of this report was €32,782.65. The cost of this Report was met by the Department of Education and Skills.

The Minister met with the Chairs and Presidents of the two institutions on 21 July 2015 to discuss the findings and recommendations in the report. The report was then published on 27 July 2015.

As outlined at the time of publication, it was agreed that a project plan for a process of facilitation would be developed by mid-August 2015 for consideration at ITC and WIT Governing Body meetings planned for end-August 2015. The facilitation process was recommended by Mr. Kelly.

The Governing Bodies of both institutions held meetings at the end of August and agreed to engage in the proposed facilitation process. The facilitator (Ms. Jane Williams of SIA Partners) was proposed by the Department of Education and Skills and agreed to by the Chairs and Presidents of both institutions.

This facilitation process commenced in September 2015 and was finalised in May 2016. SIA Partners conducted the facilitation process and have been paid for their work by the Department of Education and Skills. The total amount paid to SIA Partners was €12,779 including VAT. There were no other costs incurred in respect of this facilitation process.

Facilitation Process:

The Department and the Minister for Education state that there was strong engagement in the process by both parties and this facilitation process has been an important building block in terms of building trust between the parties and in developing a strong working relationship between the Presidents and Chairs of both institutions. As part of this process, the Presidents of the two institutions have jointly developed an initial work-plan to support the development of a joint TU proposal.

Actual costs incurred to-date in respect of TUSE:

The actual costs to end 2015 by the South East TU consortium amounts to €495,655 which includes funding of €170,000 provided by the Higher Education Authority (HEA) so far to offset costs from the HEIs own resources. According to the Minister the costs incurred during 2016 will be finalised in early 2017.

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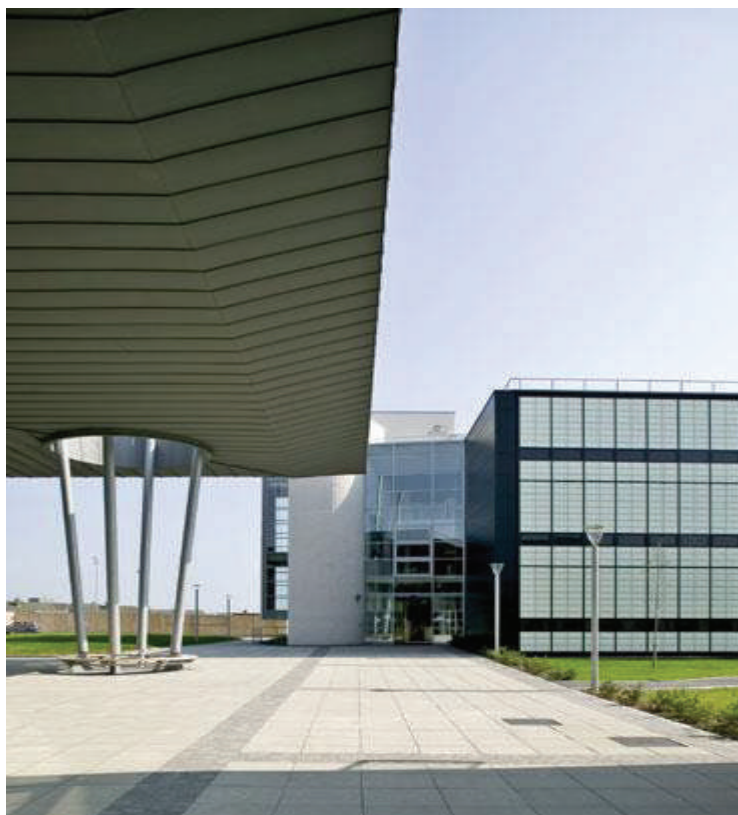
Enrolment numbers:

The enrolment figures for Waterford Institute of Technology have remained static since 2007. However as the population has grown and core funding was substantially cut, the need to advance as an Institute is obvious.

Figure 1

Total Enrolments in Waterford Institute of Technology									
Academic Year	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Total	7,539	7,953	7,840	8,191	8,025	8,307	8,201	7,980	7,792
Total Full-time Undergraduate Entrants in Waterford Institute of Technology									
Academic Year	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Undergraduate Full Time Entrants	1,776	1,852	1,892	2,083	1,994	2,106	2,010	1,844	1,906

What is a Technological University?



The key to the future success of delivering a viable and sustainable University in the Southeast lies in establishing what exactly a Technological University is, their place in the third and fourth level sector and whether or not they are Universities on par with existing Universities or a middle ground between remaining Institutes of Technology and existing Universities.

To date there is no one fixed definition of a Technological University. Internationally there are many different models and these are often defined by the culture, intellectual heritage and the economy of the country or

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region they serve.

In a parliamentary question response in December 2016 the Minister for Education outlined his understanding of Technological Universities as follows:

‘A Technological University will be distinguished by a mission and ethos that is aligned and consistent with the current mission and focus of institutes of technology with an emphasis on programmes at levels 6 to 8 and industry focused research. A Technological University will also be expected to play a pivotal role in facilitating access and progression particularly through relationships with the further education and training sector. They will also have a strong regional focus.

The development of technological universities has the potential to deliver greater opportunity to students in these regions, to staff working in the institutions, and to the broader local economy and society.

I would also like to underline that this is much more than a rebranding exercise – the institutions concerned are required to achieve high standards across a range of areas before being designated as technological universities. These include standards relating to the qualifications of staff, the quality of research output, the proportion of students engaged in lifelong learning, and other relevant issues.’

The mission and vision for each proposed technological university is developed by the consortia, in consultation with stakeholders including staff and students, and is contained in the implementation plans subsequently developed.’

However a common feature of a Technological University is its applied orientation. The Technological University is usually more professionally focused on the economic need and aspiration. In the Southeast this provides potential and challenges. Any University in the Southeast needs to be an engine of economic growth, fostering creativity across all education platforms but also across Industry and Enterprise through strong research and innovation.

Key questions will arise as to their status and their place and it is important they do not become second tier or sink Universities. Any diminution of the University brand will damage all. A University needs to be truly Independent, have baseline funding for research and development and have the autonomy and funding necessary to grow and develop and deliver the change intended.

Investment:

An area which has not been addressed to date is the funding model for the new University and particularly the investment model required to help the institutes transition from institutes of Technology to a University structure. The scope of activities which the Technological University is required to cover (from trades, through undergraduate, industry engagement and lifelong learning to PhD and research) is not consistent with the present funding model based on a teaching institute.

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The core funding for Waterford Institute of Technology has seen substantial cuts over the last decade. It dropped from a historic high of €40,134,565 in 2008 to €26,460,308 in 2016. This significant drop creates difficulties and challenges especially given that 85% is taken up by pay.

Figure 2ⁱ

Waterford IoT									
Fees and Grants									
2007 - 2009	2007 Core Grant	2007 Fees	2007 Total	2008 Core Grant	2008 Fees	2008 Total	2009 Core Grant	2009 Fees	2009 Total
	€ 38,989,791	€ 9,661,257	€ 48,651,048	€ 40,134,565	€ 10,203,661	€ 50,338,226	€ 38,073,182	€ 9,069,804	€47,142,985
2010-2012	2010 Core Grant	2010 Fees	2010 Total	2011 Core Grant	2011 Fees	2011 Total	2012 Core Grant	2012 Fees	2012 total
	€ 31,892,806	€ 9,798,336	€ 41,691,142	€ 29,796,639	€ 10,403,871	€ 40,200,510	€ 30,309,739	€ 7,684,199	€37,993,938
2013-2015	2013 Core Grant	2013 Fees	2013 total	2014 Core Grant	2014 Fees	2014 total	2015 Core Grant	2015 Fees	2015 total
	€ 29,551,189	€ 5,612,383	€ 35,163,572	€ 26,525,849	€ 5,325,110	€ 31,850,958	€ 27,135,108	€ 3,300,489	€30,435,597
2016	2016 Core Grant	2016 Fees	2016 total						

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(Provisional)									
	€ 26,460,308	€ 6,221,957	€ 32,682,265						

Figure 3

Fees and Grants									
	2007 Core Grant	2007 Fees	2007 Total	2008 Core Grant	2008 Fees	2008 Total	2009 Core Grant	2009 Fees	2009 Total
IoT Carlow 2007-2009	€ 20,157,319	€ 4,262,495	€ 24,419,814	€ 21,954,748	€ 4,178,050	€ 26,132,798	€ 20,044,556	€ 3,709,969	€ 23,754,525
IoT Carlow 2010 2012	2010 Core Grant	2010 Fees	2010 Total	2011 Core Grant	2011 Fees	2011 Total	2012 Core Grant	2012 Fees	2012 total
	€ 16,739,940	€ 5,443,282	€ 22,183,222	€ 15,801,864	€ 5,614,084	€ 21,415,948	€ 16,093,189	€ 4,465,562	€ 20,558,751
IoT Carlow 2013 - 2015	2013 Core Grant	2013 Fees	2013 total	2014 Core Grant	2014 Fees	2014 total	2015 Core Grant	2015 Fees	2015 total
	€ 16,113,520	€ 3,125,468	€ 19,238,988	€ 15,003,952	€ 3,228,264	€ 18,232,215	€ 15,706,199	€ 2,592,441	€ 18,298,640
IoT Carlow 2016	2016 Core Grant	2016 Fees	2016 total						
(Provisional)									
	€ 16,279,069	€ 2,105,863	€ 18,384,932						

It is vital that a Capital Investment plan for the new University is put in place. There is a key need for investment in infrastructure such as the Engineering building. This was halted

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during the onset of the recession. A priority should include funding to upgrade and extend the laboratory facilities of the institute. It is welcome to see a major growth in the employment prospects in the Biopharma industry in the South East (especially in Waterford). The region has increased its intake year on year to meet this demand.

The Southeast could continue to meet the demand by expanding the student numbers in Life Sciences. However as these are lab based subjects Waterford Institute of Technology is inhibited from doing this because of the limited laboratory space. A better mapping between investment and regional demand would provide the type of investment required to extend out labs and increase the intake of students for this sector. There is zero alignment between the targets set out in the South East Action Plan for Jobs and investment in educational infrastructure. This needs to be corrected by the new Minister for Education.

It is crucial that Technological Universities are autonomous, have the ability to borrow and receive a percentage of their core funding for research and development. There needs to be a level playing field for Technological Universities and existing Universities.

Non Progression Rates:

Below is a table setting out the non-progression rates in both Waterford Institute of Technology and Institute of Technology Carlow. As we can see the non-progression rates in both institutes is similar. A student retention strategy must become a key plank of the work of a Technological University of the Southeast.

Figure 4

Overall Non-Progression Rates by NFQ Level 2013/14 - 2014/15: Institute of Technology Carlow (2012/13 - 2013/14 in brackets)	
Carlow IT	Non-Progression Rate
Level 8	14% (18%)
Level 7	21% (25%)
Level 6	19% (25%)
All Levels	17% (21%)

Overall Non-Progression Rates by NFQ Level 2013/14 - 2014/15: Waterford Institute of Technology (2012/13 - 2013/14 in brackets)	
Waterford IT	Non-Progression Rate
Level 8	17% (19%)
Level 7	22% (23%)
Level 6	25% (26%)
All Levels	19% (21%)

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The model of merger:

The model of merger has been set down loosely at present. This loose arrangement has in part led to the difficulties in advancing a Technological University in the Southeast. If Universities are at different stages of development a more flexible approach to the merging of institutes needs to be taken. It is difficult to envisage a University in the Southeast that does not involve an integration of both WIT and ITC.

The current approach has been to disassemble and decompose both institutes to be followed by a Technological University that fuses the selected elements of both institutes. However far too much focus has been put on the disassembling and decomposing and far too little on developing a tangible University model or new entity.

What is required is new legislative certainty and a going back to the drawing board in terms of the Technological Universities Bill. This should be swift and involve discussions with all stakeholders. In particular, Sinn Féin welcomes the commitment contained in the Programme for Partnership Government that the requirement of a mandatory merger of existing institutions can be reviewed, if a case can be proven, that for geographical reasons, a merger isn't feasible.

However for the purposes of this paper it is intended to work on the basis of an integration between WIT and ITC as the most likely option for the Southeast in whatever form this takes.

There is understandable tension about a merger process that does not guarantee University designation. Institutes of Technology and other stakeholders fear that this could result in significant rationalisation with no long term benefits to the merged institutes.

It is recommended that a change in sequencing in the Technological University process is made to allow the International Panel of Experts to play a role much earlier. This would help in providing certainty and set an agreed and realisable roadmap to a Technological University.

Avoiding duplication:



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It will be necessary for programme division to be strategically distributed and carefully delineated. Duplication needs to be avoided as this will give rise to a waste of precious resources. In a merged or integrated model of this nature the most acute of tensions may arise from the selection of programme provision and their locations. These decisions must be based on delivering for the economic needs of the region and the highest possible educational outcomes for students.

Stakeholders have legitimately expressed concerns that the drive to avoid duplication of courses may result in decreased accessibility for students and reduced staff numbers. The impact on staff and students in relation to decisions on programme design must be a primary consideration. Representatives of staff and students must be fully involved in the decision - making process.

Globally a multi-campus model is a feature of many higher education institutions, most notably at University level. The multi-campus model is more usually deployed over extensive, geographical distances as in Australia, North America and Asia.

Since the locations of WIT and ITC are proximate it should be possible to distribute programme provision strategically allowing each campus a suite of programmes particular to itself.

Governance and Executive Structure:

A multi-campus University needs a Governance centre or hub. The most obvious location for such a hub is Waterford. In order to achieve integration and drive change a new University will need to have one over-arching structure to govern, manage and administer all of the Universities activities.

It will require a:

- * Governing body
- * Chairperson
- * Deputy Chair
- * Board membership
- * President
- * Registrar Strategic Planning
- * Physical Development Director
- * Dean of Research
- * Executive board
- * Academic council
- * Management coordinating group
- * Dean of Programmes
- * Auditor
- * Human Resources Director
- * Public Relations Director
- * Student Affairs Director

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The above list is not exhaustive but common to Universities. The envisaged Multi-campus model must have a dedicated Head of Campus for each location (Carlow) reporting to the executive board.

It is vital that a Technological University does not settle for mediocrity. This will very much depend on the status they are afforded nationally and whether they are properly resourced, funded and supported in terms of infrastructure and autonomy.

A Unique offering:



A new Technological University entity will need to achieve a distinctly unique set of characteristics. It can in part do this by having a clearly differentiated suite of academic programmes suited to the needs of the region. A Technological University of the Southeast should not try and replicate the traditional University model and must focus on its unique offering in driving innovation and creativity through strong collaboration between enterprise and technology.

An added focus should be on E-learning and branding the Technological University as a leader in this area. As this is the beginning of a new journey we must build a University worthy of the name, one that is on par with existing Universities, that has the funding, resources and autonomy to deliver real change and one that meets the needs and aspirations of the people of the region.



ⁱ PQ No 167 06/12/2016



The need to invest in University Hospital Waterford - A Discussion Document
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