



NUI Galway
OÉ Gaillimh



Whitaker
Institute



2014 Annual Report: Executive Overview

Whitaker Institute for Innovation and
Societal Change

February 2015

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Whitaker Institute for Innovation and Societal
Change

February 2015

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Scholarly Outputs

Table 1: 2014 Whitaker Institute Publication Counts derived from NUI Galway's Institutional Research Information System. Report run 24th February 2015

Publication Type	Total for 2014
Peer-reviewed journal articles	191
Books	13
Edited books	7
Book chapters	75
Published reports	28
Conference publications	93
Conference contributions (paper, poster, etc.)	111
Working papers and non-published reports	3
Other publications	42
Total Publications during 2014	521

Please see the accompanying Publications Yearbook for the complete list of publications by Institute members.

Media Coverage and Selected New Items

Media Coverage

See the appendix for sample media coverage.

Selected News about the Institute

Researching the role of life events in sustainable transport policy



Having a baby, moving house, the transition from education to work, or work to retirement. These are all key life events that often coincide with changes in people's transport and mobility practices. Understanding continuity and change in people's mobility biographies can advance knowledge of current mobility patterns and how to either encourage or transform them. Individual mobility biographies also shape and reflect societal conditions. Linking individual mobility biographies to the histories of key transport policies and developments can thus cast new light on the causes and consequences of (un)sustainable mobility practices, most notably car dependency.

Dr Henrike Rau and Richard Manton (School of Political Science and Sociology and Whitaker Institute) have developed an innovative social survey method to map individuals' mobility biographies and key mobility milestones, including passing the driving test and purchasing the first bike or car. Survey findings will then be linked to major developments in the modern Irish transport system, to identify possible connections between individuals' biographies, policy and wider societal and infrastructural conditions. The research will also produce policy recommendations that focus on these milestones to encourage more sustainable mobility practices such as cycling, walking and public transport use.

The study of mobility biographies is the latest element of the successful CONSENSUS (Consumption, Environment and Sustainability) collaboration between NUI Galway and TCD, which has received more than €1.4m in EPA Ireland funding since 2009. It also builds on previous CONSENSUS mobility research led by Dr Henrike Rau on the potential role of teleworking and workplace travel plans in sustainable transport policy and practice.

The Challenges of Moving Beyond Traditional Budgets

The Chartered Institute of Management Accountants sponsored this seminar for industry which was held on 18th November. The challenges of moving beyond traditional budgets was

delivered by Professor Nicolas Berland (Université Paris-Dauphine) and Dr. Emer Curtis (Whitaker Institute) and was chaired by Professor Breda Sweeney.



Dr. Geraldine Robbins, Joint Performance Management Cluster Leader; Dr. Emer Curtis and Professor Nicolas Berland – Seminar Speakers; Ms. Mary Dullaghan, Chairperson, CIMA Western Region and Sponsor

Cloud 2014

The EVolving Open Software Systems (EVOSS) research group hosted an industry-focused event entitled 'Cloud Computing: Towards Enlightenment' on Friday Oct 31, 2014. Attended by 60 delegates, the event was supported by the Irish Software Research Centre (Lero), Whitaker Institute, and the Business Information Systems discipline.

The highly successful event presented case studies of how cloud computing has been successfully leveraged by industry, lessons learned, what to do (and not to do); a structured discussion on cloud benefits, pitfalls and opportunities; and a talk on how cloud computing impacts business models, presenting leading research on this topic happening at NUI Galway. The group's research on cloud computing is extensive, and cloud computing has become a core part of the SFI-funded research team.

Companies attending included multiple delegates from Avaya, IBM, HP, Cisco, AltoCloud, CInfinity, Fintrax, BuilderEngine, Marrakech/Capita, OpenJaw, Schneider-Electric, Magic Media, Celtrak, students from the School of Business & Economics' MSc Cloud Computing Research programme, and many others.



Prof. Tony Dundon conferred with Academy of Social Science fellowship



Professor of Human Resource Management and Employment Relations, Professor Tony Dundon, was conferred with the award of Fellow by the Academy of Social Sciences in October 2014. Professor Dundon is recognised as a key figure in the development of employment relations studies, in particular on employee voice, worker rights and regulatory systems of industrial relations.

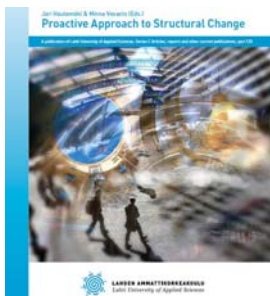
Professor Dundon is one of 34 leading social scientists to receive the award. The Academy of Social Sciences is the UK's National Academy of Academics, Learned Societies and Practitioners in the Social Sciences. It has around 1,000 individual Fellows, who are distinguished scholars and practitioners from academia and the public and private sectors. They are awarded Fellowship status after peer group review of the standing and impact of their work and evaluation of their contribution to wider social science.

Spatial Justice and the Irish Crisis



Spatial Justice and the Irish Crisis, edited by Gerry Kearns, David Meredith and John Morrissey was launched at the Royal Irish Academy in Dublin on 29th September 2014. The book contains essays on spatial justice in Ireland by leading geographers from across Ireland, including the Whitaker Institute's Marie Mahon and John Morrissey. The Irish crisis and the question of spatial justice is set in general context with essays by internationally renowned scholars, John Agnew and Danny Dorling, and an interview that John Morrissey conducted with David Harvey.

A 'Proactive Approach to Structural Change'



The transnational and interregional project Proactive Approach to Structural Change (ENNE) has studied regional preparation for sudden structural changes. The project is financed by the European Social Fund (ESF) via the Ministry of Employment and the Economy and the Centre for Economic Development, Transport and the Environment in Finland. The findings are published by Lahti University of Applied Sciences, and includes a chapter by Paul Ryan, Johanna Clancy and Jari Hautamäki titled 'Significance of international business and local business clusters for the preparation of sudden structural changes in the regions.'

PhD student with EVOSS wins the President's Research Award for Industry Impact



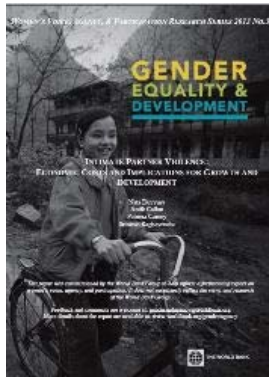
Trevor Clohessy, PhD student with the EVOSS research group, being presented with the Industry Impact Award as part of NUI Galway President's Research Awards for Research at the University's Research Showcase, for his work entitled 'Strategising Cloud Service Provision: Deciphering the Business Model'. Trevor is part of the EVOSS group led by Dr. Kieran Conboy, and his supervisors are Dr. Tom Acton and Dr. Lorraine Morgan.

Chartered Accountants Ireland hosts debate on Integrated Reporting

On Thursday 5th June, Chartered Accountants Ireland in conjunction with the Whitaker Institute staged a seminar on Integrated Reporting. Integrated Reporting is a process based on integrated thinking which aims to result in a concise corporate report about how an organisation's strategy, governance, performance and prospects lead to the creation of value in the short, medium and longer term. Integrated Reporting seeks to redefine corporate accountability around a broader agenda encompassing intellectual, human, social and natural capital. It combines financial and sustainability reporting. The Integrated Reporting Framework has been developed by the International Integrated Reporting Council (IIRC) whose membership includes regulators, standard setters, the accountancy profession and investors. Over 60 delegates attended the seminar and heard contributions from Dr Ian Ball, Board member of the IIRC, Professor Cristiano Busco, of the Whitaker Institute, and Rafaella Bordogna of ENI Corporation, a major Italian energy conglomerate and early adopter of the IR Framework. This was followed by a lively panel discussion chaired by Dr Emer Curtis of the Whitaker Institute with contributions from CAI members including Maeve Carton, Finance Director of CRH plc, Joe Carr, Mazars, and Frank O'Dwyer, CEO of the Irish Association of Investment Managers.



Report led by Dr Nata Duvvury informs new World Bank report



The World Bank launched its ground-breaking report Voice and Agency: Empowering Women and Girls for Shared Prosperity, with Former U.S. Secretary of State Hillary Clinton, World Bank Group President Jim Yong Kim, and UN Women Executive Director Phumzile Mlambo-Ngcuka on May 14th.

Dr. Nata Duvvury of the Whitaker Institute was the lead author of one of the key background papers, *Intimate Partner Violence: Economic Costs and Implications for Growth and Development*, which analysed the costs of violence that provided new evidence for advocacy on the issue with governments globally.

The new report focuses on freedom from violence, control over sexual and reproductive health, ownership and control of land and housing, and voice and collective action. It shines a spotlight on the value of enabling women and girls to fulfil their potential and of amplifying their voices. It distils vast data and hundreds of studies to cast important new light on the constraints women and girls face worldwide, from epidemic gender-based violence to biased laws and norms that prevent them from making decisions about their own lives. While highlighting gaps, the report equally reviews promising policies and interventions.

New antibiotic awareness app for children runs away with Crystal Clear MSD Health Literacy Award

Sinead Duane, Aoife Callan, and Akke Vellinga, members of the Whitaker institute, were part of a team who won the 'Best Project in General Practice' category in the 2014 Crystal Clear MSD Health Literacy Awards 2014.



Antibiotic resistance is one of the biggest threats to patients' safety in Europe because it can result in failure of treatment of serious infections. To address the issue of antibiotic resistance it is important that antibiotics are used in the right way to secure their use in the future. Bug Run is a fun and interactive free iPad app to educate children and adults on the issue of Antibiotic Resistance. Bug Run received the 2014 Crystal Clear MSD Health Literacy Award, which recognises and rewards excellence in health literacy in the healthcare sector.

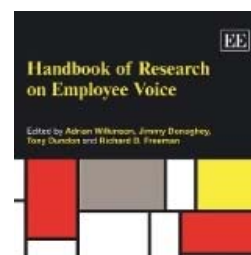
Two Institute members among the 40 Irish Recipients Awarded with Prestigious Fulbright Awards



Two members of the Whitaker Institute received Fulbright Awards in 2014: Dr. Emer Mulligan (Performance Management research cluster) and Ms. Alena Yuryna Connolly (Work, Society and Governance research cluster). Dr Emer Mulligan will visit the Harvard Kennedy School of Government as a Fulbright-CRH Scholar, and her research activities will focus on taxation in practice in US multinational corporations and US tax policy and administration. Lena Connolly is currently undertaking a PhD in Information Systems Security and will research socio-cultural measures that promote security-cautious behaviours of employees in organisational settings while at the University of California Berkeley.

New book examines the theory and history of employee voice

The Handbook of Research on Employee Voice edited by Professor Tony Dundon of the Work, Society & Governance research cluster, and colleagues Adrian Wilkinson (Griffith University, Australia), Jimmy Donaghey (University of Warwick, UK), and Richard B. Freeman (Harvard University and National Bureau of Economic Research, US) was published in June 2014. The term 'employee voice' refers to the ways and means through which employees can attempt to have a say and influence organizational issues that affect their work and the interests of managers and owners. The authors observe how these actors engage in various voice processes, such as collective bargaining, grievance procedures, task-based voice, partnership and mutual gains. The Handbook examines the theory and history of employee voice and what voice means to various actors, including employers, middle managers, employees, unions and policy-makers. The efforts that have been made to date to evaluate voice across and between firms are assessed, and the contributors open up the debate on potential new areas for voice research, with a focus on voice and its relationship to organizational inclusion and exclusion.



IRC Awards at the Whitaker Institute

Institute members Professor Breda Sweeney, Dr Emer Curtis, Dr Geraldine Robbins and Dr Christine Domegan were all successful in winning Irish Research Council funding under the 'New Foundations' scheme. The 'New Foundations' scheme provides support for research actions, the development of networks, conference



development, conference participation or attendance, workshops and/or more general dissemination activities designed to better communicate the outcomes and values of academic research in Ireland and beyond.

Whitaker Director on the challenges remaining for Irish Technology Transfer Offices



The Irish Times featured an article on Technology Transfer Offices (TTOs) and the challenges they face around priorities, timelines and intellectual property and quoted Dr James Cunningham, Director of the Whitaker Institute and co-author of *Effective Technology Transfer Offices: A Practitioner Framework* (Springer, New York, 2014). The Technology Transfer Strengthening Initiative was first introduced by Enterprise Ireland in 2007 and since then significant progress has been made in establishing and building TTOs within the Irish Third Level system. Dr Cunningham says the collective performance of Irish TTOs is impressive for such a short period of time when compared to the US context where universities were establishing TTOs in the 1980s.

Bringing Innovation to the Marketplace



Drs Natasha Evers and James Cunningham together with Thomas Hoholm from the BI School of Management in Oslo have written a text that integrates theory and practice in the area of Technology Entrepreneurship. This book provides students from engineering, technology and science based backgrounds with the theoretical knowledge and practical skills required to transform innovative ideas into commercially viable businesses for profit and/or social ends. Blending together theory, policy and practice in a way that is accessible to readers with little knowledge of business commercialisation, it offers a framework for understanding the entrepreneurial process for technological ideas. The book offers students a comprehensive insight and guidance into the specialized field of 'technopreneurship' and provides the tools and frameworks required for managing, commercialising and marketing technological innovation. With real life examples and case studies from countries including North America, Europe, Scandinavia and Asia in technology related sectors such as web based technologies, green technologies, nano and biotechnology, material science, marine food processing, instrumentation and electronics, and information technology, the text will equip students with the understanding required to successfully launch their product.

Study identifies discriminatory school enrolment against 'new Irish'

A study by Dr Valerie Ledwith and Dr Kathy Reilly of the Population and Migration research cluster has examined how variables such as neighbourhood, and school and home environments affect education outcomes and experiences of young migrants in second-level education. They identified an emerging "achievement" gap between Irish and "new Irish"

secondary school students which they have linked to discriminatory school enrolment practices. Their study was the subject of an Irish Times article in March 2014.

The current state of play of agile project and portfolio management in Irish software organisations



Workshop speakers and attendees

A workshop for companies practising Agile and Lean methods was held in NUI Galway on March 7th. The event focused on leading edge research and practice in agile project and portfolio management, and was attended by over 30 people from companies such as IBM, Lumension, Ericsson, Aró, Fidelity, CSGI, SourceDogg and NUI Galway. Deirdre Giblin (Agile Line Manager at Ericsson) shared the experiences of Ericsson in relation to the project management of large scale agile projects, while Dr. Orla O'Dwyer from the Enterprise Agility research cluster and Roger Sweetman disseminated research findings drawn from an extensive study across eight organisations. Attendees learnt about the project portfolio challenges faced by organisations, such as prioritisation and selection of the right projects, resource allocation and release management, as well as the impact these challenges can have on organisations. The research outlined some key solutions for overcoming these challenges. Attendees also learned about practices for constructing a portfolio of controls and managing control tensions within information systems projects and portfolios. The event adopted a highly interactive format with engaged discussion, and participants also had an opportunity to network before and after the event.

SIMPlE scoops best Research Paper at AUDGPI



Dr Sinead Duane of the Social Innovation and Policy research cluster who won the best Research Paper award at the annual meeting of the Association of University Departments of General Practice in Ireland which was held in UCC on 7th March. Sinead's talk was entitled "Using Formative Research to Inform Interventions".

Institutional Events

Table 2: 2014 Events Summary

Event Type	Total for 2014
National Conferences	2
Colloquiums and Symposiums	5
Public Lectures	3
Seminars	34
Workshops (Academic and Professional Development)	15
Total Events	59

Selected Events During 2014

National Conferences, Colloquiums and Symposiums

- Understanding young people, alcohol and sexual behaviour, knowing what works, and creating change
- Forum on Agile Software Development
- 6th National Social Marketing Conference: Citizens and Community Change
- Interdisciplinary Colloquium on Money, Credit and Crisis: perspectives on the past and present
- Conflict, Rights and Security Research Symposium
- 11th Irish Society of New Economists Conference
- Cloud Computing: Towards Enlightenment

Selected National and International Guest Speakers

- Dr. Rick Aalbers, ICHE, Ireland
- Professor Antonia Abbey, Wayne State University, Michigan
- Professor Nicolas Berland, Université Paris-Dauphine, France
- Saša Božic, University of Zadar, Croatia
- Prof Cristiano Busco, Luiss University, Italy/University of Roehampton, UK
- Prof Thomas J. Cooke, University of Connecticut, US
- Professor Torgeir Dingsøy, SINTEF Research Foundation, Norway
- Professor John FitzGerald, ESRI, Ireland
- Dr Antoinette Flynn, University of Limerick, Ireland
- Ms Deirdre Giblin, Ericsson

- Dr Rob Gleasure , University College Cork, Ireland
- Frank Hartmann, RSM Erasmus University, The Netherlands
- Professor Gerard Hastings, University of Stirling, UK
- Dr Aidan Hehir, University of Westminster, UK
- Dr Christian Hirt, University of Graz, Austria
- Professor Stefan Hutzler, Trinity College Dublin, Ireland
- Dr Michael Kearney, University of Sussex, UK
- Professor Brendan O'Leary, University of Pennsylvania, US
- Professor Peter Richmond, Trinity College Dublin, Ireland
- Professor Marco Romano, University of Catania, Italy
- Professor Rebekah Russell-Bennett, Queensland University of Technology, Australia
- Dr Cliona Saidlear, Rape Crisis Network of Ireland
- Professor Mark Saunders, University of Surrey, UK
- Dr Stefan Seidel, University of Liechtenstein, Liechtenstein
- Professor Janet Stephenson, University of Otago, New Zealand
- Professor Hans van der Heijden, University of Sussex, UK
- Professor Wim Vanhaverbeke, University of Hasselt, Belgium
- Dr Stephen Winter, University of Auckland, New Zealand
- Mr Glenn Wintrich, Dell
- Dr Nadia Zainuddin, University of Wollongong, Australia

Competitive Funding Awards

Table 3: Some Selected Details of Funding Awards during 2014

Funding Body		Title of Project	Principal Investigator	Amount awarded
EU Commission			Total €131,960	
FP7 EU	Style		Professor Maura Sheehan	€131,960
Irish Research Council			Total €35,462	
Irish Research Council New Foundations Grant	GENESIS		Kiran Sarma	€5,970
Irish Research Council New Foundations Grant	MCSInnov		Breda Sweeney	€5,997
Irish Research Council New Foundations Grant	BudgetInnov		Emer Curtis	€5,997
Irish Research Council New Foundations Grant	OAbidexMCS		Breda Sweeney	€5,934
Irish Research Council New Foundations Grant	CHOICES		Christine Domegan	€5,969
Irish Research Council New Foundations Grant	PLG		Geraldine Robbins	€5,595
Other			Total €341,770	

Galway Chamber of Commerce	Galway Chamber vision for 2020'	James Cunningham	10,000.00
Safefood	Research Fellowship	Christine Domegan	90,000.00
Safefood	Safefood's communications strategy	Christine Domegan	105,000.00
Galway City Council	Galway City of Culture Bid	Pat Collins/Kevin Leyden	76,875.00
Galway City Council	Business and Economic Strategy for Galway City and County Council	James Cunningham	59,895.00

Major Research Projects

Ongoing major research projects at the Whitaker Institute include:

Open Software Engineering – OPS

OPS is a Science Foundation Ireland funded project led by Dr Kieran Conboy (Whitaker Institute and discipline of Business Information Systems, NUI Galway) which aims to address the key challenge of fostering innovative practices in commercial software engineering environments. It will study the relationship and tension between open collaboration and measurable innovative outputs in software engineering. This project focuses on developing an open engineering methodology and maturity model for enterprise collaboration systems in software engineering. This methodology incorporates an empirical investigation of how software development practices and efforts at the inter- and intra-team level, as well as the inter-firm level, can be structured to optimise innovative outcomes.

Overview of research objectives:

- Develop a new software engineering methodology and extend existing methodologies to incorporate Open Innovation principles
- Evaluate open methodologies and industry-validated techniques for improving software engineering
- Develop/extend software engineering methodologies and practices to improve collaboration within and between software engineering teams
- Develop an Open Innovation methodology for software engineering projects
- Identify the communication network structures (i.e., density, cohesion, betweenness etc.) that lead to measurable improvements in innovation performance
- Develop a better understanding of how cloud computing can accelerate and enable Open Innovation in organisations
- Investigate and evaluate how the concept of inner source improves software development, collaboration and communications between teams



STYLE is a research project that aims to examine the obstacles and opportunities affecting youth employment in Europe. The project received funding from the European Union's Seventh Framework Programme for research, technological development and demonstration and comprises 25 research partners, an international advisory network and local advisory boards of employers, unions, policy makers and NGOS from over 20 European countries. Professor Maura Sheehan (Whitaker Institute and the discipline of Management, NUI Galway) is coordinating Work Package 7: Self-Employment.



The objective of this project is to implicate and raise awareness among researchers, policy makers, economic stakeholders, young people, citizens and civil society through dialogue, mutual learning and joint action in a new way of understanding the sea and the ocean, the way of the “Blue Society”. The “Blue Society” means combining together the will and need for progress in a respect of sustainability with the respect of resources.

Financed by the European Commission, this project will allow the DG for Research and Innovation to better identify themes of research and innovating governance modes that have to be implemented for a sustainable management of the oceans. The objective is to define a “Blue Society” based on a healthy environment which creates well-being, new economies and sustainable employment. The involvement of the socio-economic actors, of young people and citizens will be essential to change human behaviors and the choices we make concerning the oceans. NUI Galway is the Geographical Area Partner for Ireland, led by Dr Christine Domegan (Whitaker Institute and discipline of Marketing).



SOCIOEC is a collaborative project, which has received funding from the European Union under the Seventh Framework Programme of Cooperation (FP7; Food, Agriculture and Fisheries). The project consortium is made up of partners from 12 countries and comprises both stakeholders representative of the fishing sector and experts from three key academic disciplines of fisheries sciences (ecology, economics and social sciences). Dr Stephen Hynes (Whitaker Institute and discipline of Economics) is the NUI Galway lead on this project.

SOCIOEC runs for 36 months and aims to perform a comprehensive analysis of the wide range of current and emerging management measures in the current Common Fisheries Policy (CFP). It will develop possible new future measures to be introduced in order to achieve a more profitable and efficient fishing sector that provides sustainable employment, support society’s aims, and contributes to societal wellbeing. SOCIOEC specifically targets the failures of the CFP and works with the people involved in fisheries to prevent future failures.



The Marine Atlantic Regions Network (MARNET) is an EU transnational co-operation project involving 10 partners from the five member states (Ireland, France, Spain, Portugal and UK) in the Atlantic Area. It ran from July 2012 to December 2014 and received €1.3 million in funding, including €850,000 from the European Union.

The project aims to develop a methodology to create and collate comparable marine socio-economic data across the Atlantic regions. This data in turn will support marine socio-economic development along the Atlantic Area.

There are five strands to the project:

- Form a marine socio-economic network (MARNET).
- Generate an atlas of marine socio-economic indicators.
- Develop a methodology to identify, collect and classify marine-related socio-economic data in the Atlantic Area.
- Create a suite of marine socio-economic indicators.
- Provide practical opportunities for each country to apply the socio-economic database in consultation with stakeholders in the marine and the region.

NUI Galway led the first strand: forming the network, under Dr Stephen Hynes (Whitaker Institute and Discipline of Economics, NUI Galway). Its focus was on collaboration and knowledge-sharing between marine socio-economists, policy officers, and local and regional authorities across the Atlantic Area.

Research Infrastructure

Duanaire

The Duanaire project borrows the Irish word for song-book or anthology, to convey the sense of a rich, varied corpus handed down and explored anew. This project, led by Dr Aidan Kane (Whitaker Institute and Economics at NUI Galway) will open up a wealth of Irish economic history data, and in particular, Irish fiscal history data, by making a range of datasets accessible online in flexible forms to diverse audiences. The project will construct a unique infrastructure for the imaginative curation, exploration, and sharing of significant tranches of Irish economic history data.

Duanaire is supported by the technical, academic, and management resources of the Whitaker Institute and partners closely with the James Hardiman Library and the Moore Institute at NUI Galway to provide sustainable and high-quality data curation infrastructures.

The Duanaire project aims:

- To open up, for diverse audiences, a wealth of important Irish economic history data, centred on Irish fiscal history, over three centuries.
- To deliver a substantive and impactful research programme drawing upon these unique data resources.
- To thereby build capacity to contribute to a research agenda in other data-intensive fields of Irish economic history.
- To provide a sustainable platform for the long-term curation, management, exploration, and open sharing of Irish economic history data.

TOPIK: Translation of Principal Investigators' Knowledge

TOPIK brings together an international multidisciplinary group of researchers who are pioneering research and advancing our knowledge into the realities that scientists as principal investigators face in leading and managing large scale funded research projects.

Scientists taking on the role of principal investigators are the linchpins of the transformation that has taken place in university and public research systems. Principal investigators shape research avenues, coordinate actors within research programmes, and bridge academia and industry.

Principal investigators are charged with responsibility for the governance of research, while they also design research projects and manage their implementation.

Policy makers and funding agencies specify and prioritise scientific targets, however it is the principal investigators that interpret public policies and programmes. Principal investigators

articulate scientific research avenues and scientific programmes and priorities, and they express firms' expectations and their own anticipations of where science is going.

Key Activities

- Advancing understanding of principal investigators' roles through further empirical studies and gathering comparative cross country data
- Creating professional development principal investigator self-evaluation tools, gaming and frameworks to support the development of principal investigators based on insights from research findings
- Organising tailored professional development workshops for principal investigators
- Disseminating research insights.

Measurement Instrument Database for the Social Sciences



The Measurement Instrument Databank for the Social Sciences (MIDSS) is an open access repository of shareable assessment instruments used to collect data from across the social sciences, and researchers worldwide have submitted their measurement instruments to the database.

MIDSS is currently in a growth phase and doesn't have staff dedicated to actively trawl the internet and scientific literature to find instruments for MIDSS, but relies on creators to submit their own instruments using a Wiki-type model.

By the end of 2014, there were in excess of 500 instruments available in the database, and the site received 210,089 sessions by 174,699 unique users. Of these users, 38.7% were based in the US, 9.4% in the UK, 4.6% in Canada, and 2.1% based in Ireland placing it as the 9th in the list of geographic usage. Instruments were downloaded a total of 80,300 times.

Effective Research Supports

A broad range of Institutional supports designed to build capabilities within the Institute and aimed at advancing both the research agenda and academic career of our research members continued during 2014.

Writers' Development Programme and Retreat

The Writers' Development Programme aims to support Institute members with increasing and improving their academic writing output. Academic writing is an issue that relates directly to research output, career development and scholarship in university environments. Most career development decisions still rest heavily on an analysis of the quality and quantity of individual's academic writing and publishing. Many high potential academics experience barriers to the achievement of effective, published written output.

The NUI Galway Writer's Development pilot programme was developed and organised by Dr Rachel Hilliard in her capacity as Associate Head, Research at the School of Business and Economics. The programme was made possible through the support of the Whitaker Institute who funded the overhead costs of the programme as part of a suite of strategic research supports at the Institute.

In 2014 there were two retreats for staff, organised and facilitated by Dr Rachel Hilliard. In April 2014, 13 staff members went off-campus to the Connemara Coast Hotel for 3 days of uninterrupted writing time. Some made the retreat residential while others attended just for the working day. Participants reported that they found the retreat extremely beneficial, both for the dedicated time away and the company of colleagues. In December 2014, Dr Hilliard organised and facilitated a third residential retreat for participants of the previous writers' development programme events. It took place at the Connemara Coast Hotel, over three days, during study week at the end of semester one, academic year 2014/2015. The retreat was organised so that participants could choose to make the retreat residential or to attend daily (at no charge). This was to facilitate those where responsibilities or lack of financial support would not allow participation in the residential retreat. Six academics participated in the retreat, though expressions of interest were received from many others who could not participate due to other commitments. This retreat was focussed on time for writing. Some of this was plenary writing, where many participants wrote together in the same space, and some of it was solitary. The main aim of the retreat was to offer a productive working experience in which each participant could commit to achieving a specific writing goal (e.g. book chapter, book proposal, journal article, conference paper, PhD chapter).

A common feedback was that the work achieved in a concentrated three day retreat would take months to achieve otherwise. The sense of focus carries over after the retreat, with participants maintaining their increased writing productivity.

Wider impacts that have arisen from this pilot programme include the development of a writing group for academics, the development of a network of peer support amongst retreat participants involving dedicated writing time and peer-review of work in progress and the opportunity to share the knowledge of the writers retreat with colleagues in other parts of the University. Due to the success of this pilot, the Whitaker Institute will run this Writers' Retreat, twice a year in the study weeks after semester one and semester two.

Editorial Office for the Human Resource Management Journal

The Whitaker Institute hosts the Editorial Office of the Human Resource Management Journal (HRMJ), one of the leading international HRM journals. Professor Tony Dundon (Whitaker Institute and the Discipline of Management, NUI Galway) has been an Editor of the HRMJ since 2008, along with Professor David Collings (Dublin City University) and Professor Adrian Wilkinson (Griffith University, Australia).

HRMJ received an impact factor of 2.423 in the 2013 Journal Citation Reports, ranking the journal 1st in the Industrial and Labor Relations category. This was an increase from 1.558 in the 2012 Journal Citation Reports.

Appendix: Selected media clippings from 2014

Publication: Evening Echo
Date: Wednesday, January 08, 2014
Page: 24
Extract: 1 of 1
Circulation: 15397
Author: TOM MacSWEENEY
Headline: Irish marine economy is worth €1.2bn



SEA ECHOES

With TOM MacSWEENEY

Irish marine economy is worth €1.2bn

A REPORT from NUI Galway's Socio-Economic Marine Research Unit (SEMRU) points out that the ocean economy is worth €1.2bn and provides more than 16,000 jobs.

Stephen Hynes, director of SEMRU, said that up until recently there had been a failure to recognise the potential of the marine economy in Ireland.

"This attitude is changing, however; and we now have, for the first time ever, an Integrated Marine Plan for Ireland."

SEMRU and the Whitaker Institute in NUI Galway say that the Volvo Ocean Race in 2012 resulted in a €60.5m benefit to the economy.



Three Galway experts to the fore in planning for our future health needs

THREE of the six HRB Research Leaders for Ireland are based in NUI Galway. Professor Claran O'Neill, Dr Molly Byrne and Dr Brian Maguire have been chosen as research leaders to deliver relevant and timely evidence that can be used in health care decision-making and are designed in consultation with leading healthcare decision makers.

The Health Research Board (HRB) has appointed six new HRB Research Leaders as part of an €9 million investment to address strategic gaps and leadership capacity in population health and health services research in Ireland.

Many of the research programmes are addressing areas which have traditionally been under-funded, but are crucial, such as health economics and biostatistics. All the research leaders will create a solid foundation of expertise and evidence to deliver better health, reduced health care costs and new approaches to care that benefit patients, care providers and the economy.

President of NUI Galway Dr Jim Browne congratulated Professor Claran O'Neill, Dr Molly Byrne and Dr Brian Maguire and said: "This is a significant investment by the HRB to ensure that the work carried out by our research leaders helps society by helping decision makers make better choices."

"NUI Galway is focused on ensuring that our research improves the world around us through discovery and innovation, further education and greater choice."

Teresa Maguire, Head of Population Health and Health Services Research at the HRB added: "The HRB Research Leaders Awards are a significant investment to ensure that our health research community in Ireland are in a position to provide strong research and evidence in relation to current, emerging and often complex challenges in healthcare that of concern to decision makers, practitioners and policy makers."

"This funding for leaders at a

senior level complements other investments made by the HRB in the last four years at early and mid-career level. The awards will also create 22 new research jobs as the HRB Research Leaders grow their existing teams to support the work programmes."

The six new HRB Research Leaders will deliver research programmes which will:

- Develop an internationally recognised research group focusing on the design and evaluation of effective behavioural interventions that will improve our health.

- Focus on the need to maximise prevention and treatment strategies for the increasing numbers living with chronic conditions such as diabetes.

- Assess the impact of online psychological interventions for people with multiple illnesses including chronic pain.

- Improve the national infrastructure to be able to accurately count and compare the costs and cost effectiveness of non-acute health services in Ireland.

- Assess the costs and benefits of personalised healthcare interventions to assist decision making in a time of resource constraints.

- Use mathematical modelling and statistical techniques to interrogate large health information datasets to improve decision making in relation to provision of health care interventions.



Professor Claran O'Neill (left), Dr Molly Byrne and Dr Brian Maguire have been chosen as health research leaders.



Schools discriminate against 'new Irish', researchers warn

Researchers at NUI Galway (NUIG) have identified an emerging "achievement" gap between Irish and "new Irish" secondary school students which they have linked to discriminatory school enrolment practices.

The NUIG Whitaker Institute study, which focused on Galway as the most culturally diverse area in the State, says this will result in a significant "under-representation" of children of migrants in third-level institutions.

The research found non-migrant children were twice as likely to sit higher level Leaving Certificate mathematics than Irish-born children of foreign-born parents.

Non-migrant children are also 2.25 times more likely to sit higher level Leaving Certificate science than Irish-born children of foreign-born parents.

The study by Dr Valerie Ledwith and Dr Kathy Reilly at NUIG's school of geography and archaeology found 66.7 per cent of non-migrants planned to attend university, compared to 56.2 per cent of migrant peers. They attributed this trend to a "regime of power relations that privilege the position of Irish nationals" when it comes to school enrolment and attendance.

Commenting on the discussion paper published by Minister for Education Ruairi Quinn on enrolment policies, Dr Ledwith said that guidelines would not be enough without legislation that included sanctions.

The research, undertaken by Dr Ledwith and Dr Reilly for the Whitaker Institute's population and migration research cluster, examined how variables such as neighbourhood, school and home environment affected education outcomes and experiences of young migrants in second-level education. The school-based survey involved 519 students aged 15-18, and six young adults between 19 and 22.

The students were from 10 second-level schools in Galway city and three schools located in two communities in the urban fringe. Although three of the schools approached declined to participate, they were represented in the final sample, as a community-based survey recruited students from those institutions.

'Under-represented'

The research also shows that young migrants are less likely to take Junior Certificate subjects at higher level, which restricts the student to sitting that subject at ordinary level for the Leaving Certificate.

"This directly limits the number of points students can achieve."

"Without a change to the current points system, these results suggest that young migrants will be under-represented within third-level education," the authors note.

LORNA SIGGINS

Western Correspondent

2.25

Children of migrants are 2.25 times less likely to sit higher level science at Leaving Cert



Subject level choices cut migrant students' college chances

by Niall Murray
Education
Correspondent

Migrant children's chances of attending college are reduced before they even sit the Junior Certificate because of subject level choices, research shows.

NUI Galway's Dr Valerie Ledwith said the finding,

based on research at schools in Galway, showed migrant students were less likely than others to take higher-level English, maths, and science.

This means their odds of going to university were severely curtailed because of the reduced points available for ordinary level subjects they would go on to take in the Leaving Certificate.

The study, among more than 500 students, found that children of returning Irish emigrants were less likely than other migrant student groups to take higher-level Junior Certificate English or maths.

Non-migrant students were seven times more likely to sit higher-level English than this group, but also nearly four times more likely to do so than foreign-born children of foreign parents.

The Galway Education Survey by Dr Ledwith and Dr Kathy Reilly of NUI Galway's school of geography and archaeology, was funded by the Irish Research Council and European Commission.

Dr Ledwith said the Department of Education should pursue further research to establish the cause of the disparities.

The study found those who did not attend their first-choice second-level school did not perform as well as others, regardless of being migrant or not.

Dr Ledwith welcomed

Education Minister Ruairi Quinn's move to regulate for school enrolment policies, but agreed with the recommendation of the Oireachtas education committee that schools that are over-subscribed should not be allowed give preference to children of past pupils.



Balance between what industry wants and what academia delivers

Technology transfer offices face challenges around priorities, timelines and intellectual property



John Holden

Irish universities and institutes of technology (ITs) are upping their game in the race to commercialise research. The job of straddling academia and industry lies with the technology transfer office of each higher education institution. This arm is becoming more active in terms of courting commercial interests into the halls of these institutions – not always an easy task.

The transfer office fulfils several roles. If a university or IT is producing good research – with potential for commercialisation – they must bring out the academic inventor's entrepreneurial spirit while simultaneously seeking out appropriate industrial partnerships. On the flipside, industry representatives and entrepreneurs frequently go to transfer offices looking for solutions, often in areas where there might be a technology deficit.

It sounds straightforward, but priorities, timelines and the level of understanding of intellectual property (IP) rights differ considerably between various parties.

Tom Flanagan is the director of Hot-house, Dublin Institute of Technology's centre for technology transfers. He was also recently appointed chairman of the Irish Technology Transfer and Innovation Group, the national association of technology transfer and incubation professionals.

"The group has been around for the past six years," he says. "We've been getting TT directors together to try and understand what the common challenges are."

The Central Technology Transfer Office, which came out of the Innovation Taskforce, has also just been established and will be responsible for the overall system of technology transfer in Ireland.

"Managing people's expectations around IP is a big issue," Flanagan says. "People come in two varieties: some think

everything should be free and that they should be entitled to exclusive rights for IP. Others come in and are very nervous about the process of IP rights negotiation.

"IP is intangible. When you see an invention, you might think you could have invented it yourself and therefore be reluctant to pay for it. Nevertheless it could be worth a lot to a business, so it's only right that the inventor gets something out of it. Once there's transparency on all sides – in terms of expectations – there is usually no problem. If you're very clear about where the ownership lies from the start, there can be no confusion."

Transparency doesn't resolve all potential conflicts between industry and academia. "There can occasionally be a lack of understanding among entrepreneurs as to how IP sharing works," says James O'Sullivan, technology transfer manager at Waterford Institute of Technology.

"Some of the younger entrepreneurs who come to us won't have enough money to get the project off the ground. But even though they may be in search of funding and/or expertise, there is a gap in their understanding of the role of the academic institution's IP protocols."

"Sometimes it can be difficult to convince them that WIT isn't trying to 'steal' their idea, but if we're potentially funding 100 per cent of the investment, they must understand we're entitled to take a portion of the IP. It is, after all, the public's taxes that are paying for it."

Disagreement
Expectations about priorities can also be at odds. "The industries who surround us come with specific problems that need to be addressed," says O'Sullivan. "You could say that what we do isn't necessarily research, per se, but problem solving, which leads to innovation and subsequent developments of new campus companies. It's very important to have market pull for academic research."

However, this approach can give rise to conflict. "There can be disagreement be-

tween what academics want to do – ie publish their research – versus industry's de-

sire to maintain IP confidentiality."

Managing expectations about timeframes is also part of the technology transfer office's remit.

"Industry and academia are structured very differently," says O'Sullivan. "Research organisations like WIT have academics who might be working on three- to five-year timelines. Industry want solutions tomorrow."

This issue can, to a certain extent, be overcome if researchers are on contract. "We have 200 dedicated research staff being paid through funds like Horizon 2020 and Enterprise Ireland Innovation Vouchers, as well as a huge number of staff doing developmental work for research companies," says O'Sullivan.

"With the tenured academics, they don't necessarily need to do commercialised research. So it's good to have the contract researchers, who don't have security of tenure. It makes them hungrier to do the work."

Not all academics want to go down the commercial route, despite the potential financial gains. "My goal is to convince our academics to work with industry as a validation of their research," O'Sullivan says. "If they reckon their stuff is so good, why aren't industry partners working with them?"

A large number of challenges remain for technology transfer offices, but Ireland has come a long way, says Dr James Cunningham, director of the Whitaker Institute NUI Galway and co-author of *Effective Technology Transfer Offices – A Practitioner Framework* (2014).

"Since the establishment of the Technology Transfer Strengthening Initiative [first introduced by Enterprise Ireland in 2007] significant progress has been made in establishing and building TTOs within the Irish third-level system."

"The collective performance of Irish TTOs is impressive in such a short period of time when you consider that US universities created TTOs in the 1980s," he says.

Soft metrics

"One of the challenges I see now is how do we build, sustain and further grow on existing TTO expertise and capabilities

that have been developed over the past decade? "I would argue we need to broaden the current hard metrics for TTOs to include soft metrics. To deliver on soft metrics – such as licenses, spinouts, material transfer agreements – will require significant organisational change. It will require, for example, organisational support, effective networking skills, timely market intelligence insights and high levels of trust."

Trinity College Dublin recently decided to overhaul its approach to technology transfers, with an even greater emphasis on industry partnership planned.

"We're setting up an Office of Corporate Partnership and Knowledge Exchange," says Dr Diarmuid O'Brien, director of Trinity Research and Innovation.

"We want to develop a more sophisticated relationship with industry where they are considered a partner rather than a customer of the university."

66
The collective performance of Irish TTOs is impressive in such a short period of time when you consider that US universities created TTOs in the 1980s



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Study finds more than €1bn wasted in ICT project management

BY EMMET RYAN
 Ireland is wasting €1.1 billion on ICT project management annually across the public and private sectors, according to researchers at Lero, the Irish software engineering research centre in NUI Galway.

The Lero study sought to identify challenges facing businesses in managing ICT projects. "While about 50 per cent of projects don't reach all of their benefits, about 10 to 15 per cent of expenditure is completely written off," said Roger Sweetman, a researcher at Lero.

Sweetman said instances of waste were equally likely between the public and private sector, but the former tended to receive more attention from the public.

"It tends to be more high-profile when it's in the public sector, but there is a much higher spend on ICT in the private sector."

The study said the causes of ICT project waste varied and were in some cases unavoidable. Dr Orla O'Dwyer, a researcher at Lero, said there were steps businesses could take to reduce the amount of investment wasted.

"Sometimes it's because of a change in direction or or-

ganisational strategy. Some of it can be anticipated," said O'Dwyer.

The Lero researchers met with businesses as part of the study to source ideas on how to better protect investment in ICT projects.

"One step that can be taken is to bring in good project portfolio management into an organisation. Have appropriate templates and tools in place so everything can be tracked," said O'Dwyer.

"Projects need to be reviewed regularly to make sure there are good communication processes, and that the strategy is clear down through the organisation."

O'Dwyer said a lack of understanding of goals at senior management level could cause problems for staff lower down the chain working on important projects.

"The clarity across organisational strategy and communication is an area that needs

to be addressed so that everyone within the organisation is aware of the project goals," she said. "In a lot of cases, the people lower down in an organisation don't see that overall picture. At a senior level they have to have that view. In a lot of the smaller organisations we spoke to, the senior management didn't have that clear vision."



Lero researchers in NUI Galway (from left) Dr Kieran Conboy, Dr Orla O'Dwyer and Roger Sweetman
 Picture: Aengus McMahon



The Double-Edged Sword

SUSAN MONAGAN OUTLINES HER RECENT RESEARCH PROJECT, WHICH FOCUSES ON THE ACTIVITIES, SKILLS AND ASSETS OF 'ARTIST-ENTREPRENEURS' WORKING ACROSS THE WEST OF IRELAND.

**I know my market,
because that's who
I am. I make art.
I know what's
needed.**

IN autumn 2013 I used a Fulbright Award to take leave of my duties in the Department of Theatre Arts at Ithaca College, New York to live in Galway and interview 'artist-entrepreneurs' in the West of Ireland about their experiences running creative enterprises. My research is linked to the Creative Edge project, funded by the European Union's Northern Periphery Programme. Creative Edge has sought to identify the current breadth and future scope of the creative economy in peripheral regions.

Little creative economy research has been conducted in rural areas, though these are often areas of great economic need. In many rural regions, a rich cultural life is an underdeveloped economic asset. But how do we avoid using artistic activities as 'bait' for other enterprises in a community? When we support 'cultural tourism products' benefits the most, the artists or the hotels, restaurants, shopkeepers, etc who reap the benefit of the 'multiplier effect' of art events and facilities? Ideally, the experiences of the artist-entrepreneur can and should inform discussions and policy that is equitable and helps sustain creative enterprises over time.

The motivations and objectives of creative economy actors may appear irrational from a traditional economics point of view. Are they motivated by money, social justice, community development – 'all of the above'? I conducted in-depth interviews with 26 individuals who are engaged in producing cultural projects, products, events and services. I sought to probe the interviewees' values and priorities, and understand the ways in which rural location has presented each person with obstacles and opportunities as well as unique approaches to networking.

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Headline: Belgian professor delivers free master classes on open innovation



Belgian professor delivers free master classes on open innovation

A leading Belgian professor will host a lecture and masterclasses on open innovation this week.

Hosted by the Whitaker Institute at NUI Galway and InterTradeIreland, the innovation lecture and three master classes will be delivered by Wim Vanhaverbeke, professor of strategy and innovation at the University of Hasselt, Belgium, today and tomorrow at NUI Galway.

The events are free to attend and will be of particular interest to established organisations and businesses, start-ups, government bodies, academics, policy makers, and anyone interested in stimulating the local economy.

The public lecture this evening at 6pm will explain how firms that can harness outside ideas to advance their own businesses, while leveraging their internal ideas outside their current operations, are likely to thrive in this new era of open innovation. Professor Vanhaverbeke's lecture will focus on the most common management problems when companies start open innovation.

Numerous companies have started to experiment with open innovation but for many the switch from closed to open innovation has proven to be more difficult than expected.

Professor Vanhaverbeke will also deliver three innovation master classes in Room CA110, Cairnes Building, NUI Galway.

The first today from 10am to 12 noon will look at how to expand open innovation to companies that are not directly involved in technological innovation, and how can to connect open innovation to innovation ecosystems.

The class from 2pm to 4pm will look at how can to extend open innovation to SMEs, while the third and final class tomorrow from 8.30am to 10.30am will look at the 'Sanus case' - a negotiation exercise where participants learn how to develop a Letter of Intent when a small firm

has a patented technology and a large company has the potential to develop and commercialise the technology.

For further information or to register for any of the free innovation events, visit www.whitakerinstitute.ie or phone 091-492817.

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Irish abuse study gets high praise from Clinton

Caroline Crawford
 FORMER US Secretary of State Hillary Clinton has endorsed an Irish study on the true cost of domestic violence.

Mrs Clinton singled out the work by an Irish university for special praise. She was speaking in Washington at the launch of a World Bank report, 'The Voice and Agency: Empowering Women and Girls for Shared Prosperity', which looks at development around the world through gender issues.

A key chapter of the report is drawn from the research undertaken by a team at NUI, Galway.

The team led by

Dr. Nata Duvvury looked at the economic costs of domestic violence and its implications for growth and development.

The US politician praised the Galway research which linked GDP to domestic violence. It found that loss of productivity due to domestic violence-related absenteeism in Vietnam, Bangladesh and Uganda was significant.

Loss of productivity equated to 0.78pc of GDP in Vietnam, 0.5pc in Bangladesh and 1pc in Uganda.

Mrs Clinton said the data

had given "a much stronger foundation on which to make arguments" for women's equality, referencing specifically the economic data from NUI, Galway.

"It has also opened up new areas of analysis and persuasion. Certainly the economic arguments which are highlighted in this book, linking, for example, domestic violence and the decrease in GDP to that particular problem could not have been possible, because we weren't looking for the information, we weren't drawing the conclusions.

"So we're now building on a much stronger foundation in order to be able to make the case as to why women's equal full participation, their voice and agency, is not only the right thing to do but the smart thing," she said.

Mrs Clinton highlighted the need for good data, adding that "it's been a long time coming".

She told how she had tried to raise the issue of domestic

violence in impoverished countries while she was US Secretary of State but the lack of

strong data made it difficult to get the message across.

"Now with this information it's even a much stronger argument because now you can quantify it in terms of GDP which does get people's attention," she added.

The Galway team were commissioned to carry out the research by the World Bank and spent six months last summer on the work.

Now the researchers are delighted to see the research get such attention.



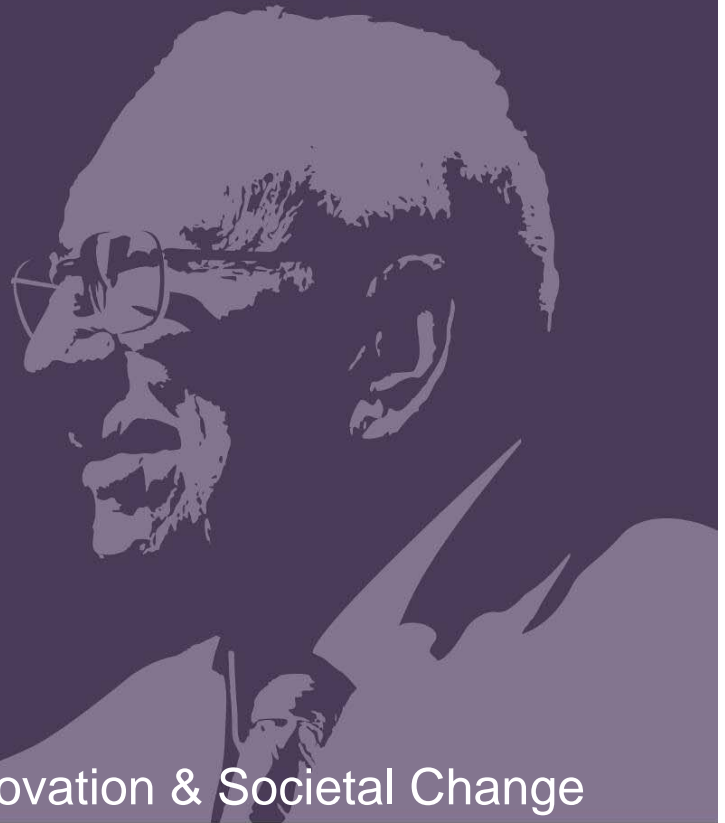
Hillary Clinton: endorsed study



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