

FUTUREPROOF



Vision: to be the leading
Irish educator for the knowledge,
media and entertainment sectors

- > To be recognised as a unique, specialist higher education institution through the quality of our programmes
- > To achieve 'Delegation of Authority to Make Awards'
- > To raise our international profile through student and staff exchanges, research and development and through professional practice in visual and media arts
- > To support enterprise development
- > To establish a national centre of excellence in film and broadcasting
- > To fully realise the campus development plan, recognising the campus as an asset to our students, staff and the wider social and business community

- > **Ensure** that graduates have realised the highest standards academically, creatively, professionally and technically
- > **Harness** synergies between creativity, technology and enterprise
- > **Provide** a distinctive student-centred experience
- > **Provide** inclusive and flexible access to an integrated range of programmes at all levels
- > **Engage** proactively in collaborative research and development, innovation and technology transfer
- > **Support** the development of enterprises nationally and internationally for the niche sectors in which we specialise
- > **Support** sustainable enterprise development for the region in which the Institute is situated
- > **Develop** the campus infrastructure and the administrative, technical and support services of the Institute, consistent with recognised good practice in higher education
- > **Sustain** a culture of communication across all areas of the Institute
- > **Communicate** and engage with our various publics [including prospective students, parents, business, public representatives]
- > **Develop** our Alumni base
- > **Develop** a Charter for IADT

- > **Willingness** to engage in and contribute to shaping the future
- > **Academic leadership** in the development of innovative curricula, modes of assessment, and teaching and learning methodologies
- > **Mutual** respect and professionalism in staff-staff, staff-student and student-student relations and recognition of the role and contribution of each staff member and student
- > **Campus** that is welcoming, functional and safe, and that is also visually and aesthetically pleasing
- > **Ethical** awareness
- > **Inter-cultural** awareness

For 24 years as VEC member and Governing Body member I have been part of the development of this Institute. It is an enormous source of satisfaction to have watched the transformation of a part-time second level art class into a unique third level establishment.

The acquisition of the Carriglea site in 1980 made possible ambitious dreams even if many years were to pass before they became a reality. Looking back this delay was providential. In the meantime the unique School of Art & Design gained a national and international reputation, developing courses incorporating the newest technologies. It was possible to envision a whole new direction for the new Institute, to build on existing strengths, harnessing the synergies between the arts, sciences & business disciplines within the knowledge media and entertainment sectors, to paraphrase the Vision Statement.

We have a great staff who share the dream and whose hard work will continue to realise it. We have set high goals for each of the schools. We must maintain the highest standards in delivering to students, to prioritise social inclusion and to put down deep roots in the community in which we are based.

We will never be very big, we must be very good, innovative, exciting, relevant – into the future this will ensure success.

Aine Elliott

(ACTING) CHAIRPERSON
OF THE GOVERNING BODY

IADT is at an important stage in its development. Established on April 1st 1997, the first six years has seen remarkable growth and transformation. During this period, new Schools of Science & Technology and Business & Humanities were inaugurated and Dun Laoghaire College of Art & Design [designated as a third level college in 1983] with its distinguished record of achievement was incorporated into the new Institute as its School of Art, Design & Media. New disciplines were established in computing, psychology, audiovisual media technology, business and enterprise. The humanities area has developed streams in English, media and cultural studies, a natural complement to the academic programme already existing within the School of Art, Design & Media. Already well-established disciplines in fine art and design have been strengthened and the Institute's position as the national centre of excellence for film and broadcasting has been consolidated. In this short space of time, a complementary range of disciplines has been brought together at IADT, unique in Ireland, laying the foundation for exciting future development.

Student numbers have grown from 450 in 1997 and at full capacity, IADT will provide 1500 full-time student places. Staff numbers have more than doubled. IADT currently has almost 100 full-time members of academic staff and the complement of administrative, technical and support staff numbers approximately 50. A large panel of associate faculty and visiting lecturers also significantly enhances the teaching programme of the Institute. Recognising the wider aspects of student life in higher education, a comprehensive range of professional and learning support services has been developed during this period. In a more social vein, more than 20 clubs and societies have been inaugurated in collaboration with the Students' Union. The Students' Union also enjoys the benefit of two paid sabbatical officers and operates the Student Centre and Students' Union Office. Banking services for students and staff have also been brought on campus.

Phase 1 of the campus development/ renewal programme has also been completed, representing an investment of €20m+. The Atrium building opened in 1999 to provide classroom, laboratory, library, restaurant and student services facilities. An advanced ATM computer network, originally commissioned in the Atrium building, has been progressively extended to the Quadrangle building, giving a very high level of networked access across the campus. Significant investment has been made in new equipment and in hardware/software providing a level of access to current industry-standard technology/applications that is comparable to the best in any higher education institution in Ireland. Several highly specialised facilities have been established, e.g., Film House [in Temple Bar], which houses high-end AVID post

production suites and the Media Asset Development Laboratory in the Atrium building, which will function as a professional standard cross-Institute project base on the lines of a 'facilities house'.

The energy and the commitment of staff to establishing IADT and the achievements of students and graduates underpin a period of remarkable growth in terms of designing new courses, ongoing renewal of established courses and in building the infrastructure needed to ensure a student experience of high standard. The cornerstone has been laid for the next phase of consolidation and development of a higher education campus that all may be justifiably proud of.

Next steps: Full-time student numbers reach 1500 in the 2003/04 academic year and may ultimately grow to 2000+ student-places. Further courses at postgraduate level will be introduced and places will be available for research masters and doctoral students.

Student profiles and patterns of study are also undergoing profound change and we must anticipate increasing demand for courses to be offered on a part-time, credit accumulation basis to a combination of professional development, postgraduate and lifelong learning audiences. Part-time opportunities will open the campus to a further 1200 learners. This will require a flexible organisational response and presents a major opportunity and challenge. We must also anticipate demand for extended hours of access to certain key facilities and services.

The campus, which extends over 20 acres in an area of high amenity, will undergo further phases of major physical and infrastructural development, to include teaching, laboratory and studio/workshop spaces, staff offices, incubation centre, multi-purpose hall, student accommodation, student centre, crèche and outdoor sports and recreational facilities.

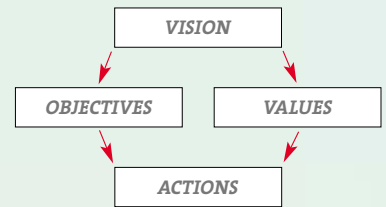
As a specialist institute focused on media arts, visual arts, design, humanities, enterprise and technology, we intend to play a role nationally and internationally in the development of these fields. We also intend to play an important role in supporting economic, social and cultural development in the Dun Laoghaire Rathdown and wider East Coast regions.

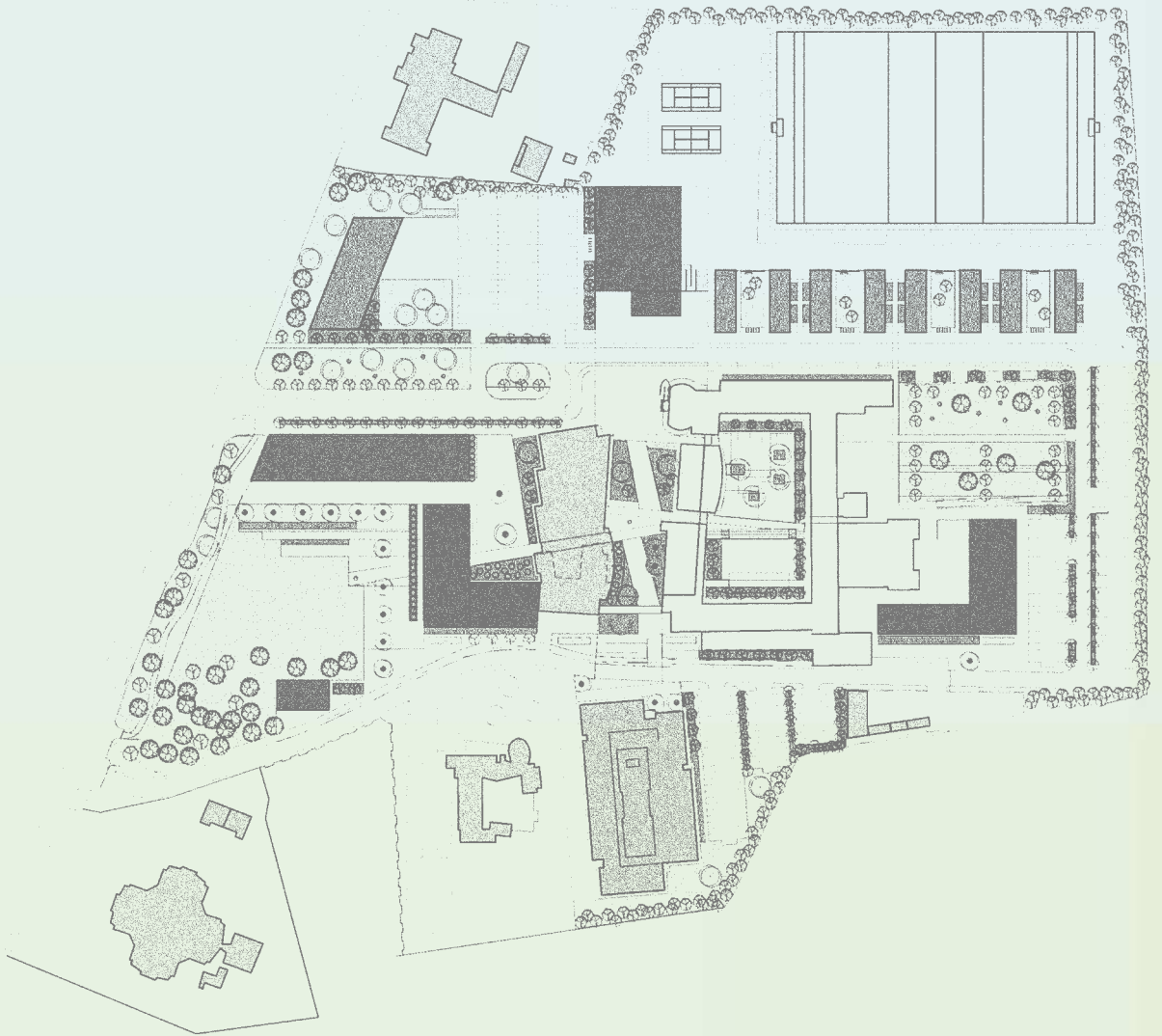
Presenting IADT: The combination of disciplines and the departments and schools at IADT are not matched in any other higher education institution in Ireland. Creative work finds expression through visual arts, media arts, design and writing, interacting as appropriate with key disciplines in technology, applied psychology, business and enterprise. The role of the arts in society and the role of IT/digital media are strongly underpinned through disciplines of psychology, humanities, and media & cultural studies. The success of all disciplines is critically dependent on the supportive working and learning environment that is created by the wider campus community.

IADT operates in the context of its environment, both internal and external, addressing the requirements set out in the RTC Acts (1992 to 1999). A highly developed and well-maintained campus infrastructure provides the basis on which we can continue to offer courses and services to students and the wider community that are of the highest standard while also engaging with industry through research and promotion of enterprise development.

Approaching the challenge of the Mission: The approach to achieving our vision calls for clear objectives with indicators by which to measure their achievement. How we go about our business is captured in a statement of what we value. Our action plan is informed by both. This document presents the vision, objectives and values. The action plan, which will be reviewed annually, is presented as a separate Appendix.

Jim Devine
DIRECTOR





Making Space: IADT is the meeting point of creativity, technology and enterprise. From its origins as a foundation art course provider in the late 1960's through its life as Dun Laoghaire College of Art & Design (one of the country's leading art, design and film schools) and to today, IADT has changed enormously. It has witnessed, and responded to huge changes in Irish society, education and culture.

IADT was established as an autonomous institute of higher education in 1997, with a mandate that is unique within the Institute of Technology sector in Ireland. As symbolised by the visual identity, IADT provides a focus for creativity, technology and enterprise and for exploration of opportunity and possibility.

"The vision of culture, technology and economy working together... I don't see how they can work separately. We're educating our students – in whatever School – to be citizens and to be able to be literate in lots of ways. I'd like students to think of themselves as being part of a civic society and within that civic society as having a sense of responsibility and also a sense of engagement so that they don't feel cut off or mystified by anything."

Helen Doherty, School of Art, Design & Media

Changing Shape: Although there has been a centre of higher education, in various forms, on the current site for 20 years, it is the last five which show the biggest change and development of the campus. New buildings and the re-purposing of grounds have made significant improvements to the campus infrastructure. Successful completion of the first phase resulted not only in the changes to the physical environment, but also in greatly improved and enhanced facilities, networks and resources.

"It was great to come into somewhere that was just starting up rather than somewhere that was much more developed – a great challenge to develop something for the future... We constantly have to meet the changing needs of the end users of each space. You try to future proof where possible... you have to try to create spaces, either in a structured or in a casual way, that support the activities of the end users."

Grace Weldon, Estates Manager

The Library, Information & Learning Resource Centre has made huge advances. A decade ago it was poorly resourced and staffed and had a reader capacity of six. Today it seats 150 and provides online Internet and electronic journal access to complement a print collection which now exceeds 30,000 books. The Library also holds one of the most comprehensive collections of film and audiovisual materials in Ireland and staff and students, can use the Millennium Library System in an online self-service mode, to browse the catalogue and to reserve or renew items.

"What we now have is an "eLibrary", a mixture of print and technology, fostering independence and a sense of achievement for all its users. We have to deliver a service. The LILRC has a unique position because it deals with everybody – the LILRC is for everybody."

Deirdre Judge, Librarian

"In five years we've gone from 37 to over 570 computers. The biggest challenge in this doesn't lie with the technology itself but in matching the users to it and in predicting how spaces and buildings will be used so that we can put the right technological infrastructure in place."

Colm Hennessy, IT Manager

Thumbnails

1983
Dun Laoghaire College of Art & Design' is designated by NCEA as a third level college and is funded through Dun Laoghaire VEC.

1997
In April IADT is established as an autonomous Institute of higher education within the Institute of Technology sector and the College of Art and Design becomes



1983

the School of Art Design & Media. The School of Science & Technology and the School of Business & Humanities are inaugurated.

Governing Body established and first Director appointed.

Student numbers are 450 and we start from a base of 37 computers and dial-up access to the Internet.



1997

1998
First intake of students in the School of Science & Technology and in the School of Business & Humanities.

Phase 1 capital development programme gets underway.



1998

1999
Atrium building opens, providing classroom, laboratory, library, restaurant and student services facilities. Rollout of campus wide broadband commences and 128KB/s Internet access becomes a reality for staff and students. The installed base of computers [PCs and Macs] reaches 190.



1999

New office accommodation opens, adjoining the quadrangle building.

IADT wins nine awards at Fuji Film Awards.

Student numbers pass 800. Significant increases in staff numbers.



Greatly expanded range of student support services is introduced and clubs and societies get underway through the Student Services Committee.

Student Record System and Finance System installed to manage the now very significant numbers of transactions and reporting requirements.



2000

Sharing Knowledge: Student and staffing numbers are not the only big growth areas in IADT. The development of unique course offerings – in full-time, undergraduate and postgraduate, continuing education and summer programmes – has developed rapidly and continues to do so. Course programmes embrace visual arts, media arts, enterprise, technology and humanities.

"We're breaking new ground in many ways, trying to come up with new types of programmes and new models of working with newer disciplines and unusual combinations. In designing them you can't turn out the same old thing. We're very much convinced that this is the way to go, and we're doing it."

Dr. Eithne Guilfoyle, Acting Head of School, Science & Technology

As a provider of higher education, IADT is competing with others, and so the challenge is to create relevant and engaging courses, which offer students a unique education and a unique experience. This is a continuous process; existing courses cannot be left static, and new courses – at all levels – are constantly being designed. In tandem with undergraduate programme planning goes preparation work for the development and delivery of new postgraduate courses. The launch of the first postgraduate course, an MA in Scriptwriting, was a very important step in this regard.

"It's good to get a one-to-one contact in schools and meet students and tell them what we're about - they're more than students... if our service is not up to scratch they vote with their feet and move on. We're competing with other organisations for this sector."

Dr. Josephine Browne, Head of School, Business & Humanities

Cross course collaboration is developing, both formally and informally. Joint class projects between the multimedia programming course in the School of Science & Technology and the Interactive Media Degree in the School of Art, Design & Media are a great testbed for such collaboration. Such projects provide an excellent learning opportunity and provide models for actual industry relationships (where collaboration and teamwork are vital) for students. This model which seeks to replicate the dynamic of industry collaboration is harnessed across courses and in cross disciplinary projects.

"I also found the interplay between courses good...you didn't just have the resources of your own School at your disposal but that of all the others as well. This was very much encouraged. It gave you a lot of freedom and scope to your work. So far the Institute keeps pushing itself forward, with standards that aim higher and higher each year. I hope it keeps up this drive that made it one of the best experiences in my life...to date!"

Bronagh O'Hanlon, Interactive Media Graduate, 2001

"What I'm really proud of is the terrific team of lecturing, technical and support staff we have here. We've gone from a position five years ago where only 20% of our academic staff were full-time to a complete reversal, now 80% are full time. That has allowed us do the immense research work necessary to build new courses. Education is not about repetition of tired models. It pleases me hugely when I hear new staff say that they have never worked in a third level environment like this before, where the discourse about education, its content and delivery, is alive and vital."

Aileen MacKeogh Head of School, Art, Design & Media

Growing from such a small self-contained centre of education into the current Institute was a period of great change and challenge for all staff. This growth necessitated changes in systems, procedures and structures. With the introduction of new staff and courses the demand for the introduction of computerised systems to replace paper-based systems and investment in other supports is ever present.

Significant course development and enhancement to existing art, design and media programmes at national certificate, national diploma and degree levels, building on the established reputation of existing courses.

First programme in eBusiness at undergraduate level in Ireland.



Innovative Audiovisual Media Technology programme introduced.

BA in Fine Art commences.

2000 First postgraduate programme at IADT, the MA in Scriptwriting, commences.

Student numbers reach 1000 and the complement of wholetime staff approaches 100.



2000

Major awards at the Kodak Student Films Awards in UK.

First cohort of students join new degree programmes: the BA in English, Media & Cultural Studies and the BSc in Psychology Applied in Information Technology.

Foundation Certificate programme introduced for adults wishing to return to learning in higher education.



Overall number of computers is now 500 and support team numbers nine.

The Student Centre is established in the 'Chapel'. Landscaping projects enhance the campus appearance.



The Development Office is formally established with its Summer School and Autumn School extra mural programmes catering for more than 800 students.

2001 Film House, the AVID post production facility in Temple Bar, opens providing an opportunity for film students to work in an environment of the highest professional standard.



2001

Access Office opens enabling IADT to provide a focused response to increasing participation of non-traditional learners in higher education.

First National Diploma graduates in the Schools of Science & Technology and Business & Humanities.

First National Certificate graduates in Audiovisual Media Technology.



There is a huge change in the way the needs of the Institute and staff have been addressed in the period since April 1997. This has affected all areas of IADT and it is a tribute to all staff that so much has been achieved and that all are aware of the significant challenges ahead.

"Our greatest challenge is to successfully manage the next couple of years moving from a period of high energy, high growth and high investment into consolidating our position and demonstrating to ourselves as well as externally that we continue to put in place structures and supports which will achieve the objectives set in the Strategic Plan."

Kevin Browne, Human Resource Manager

Providing Access: With the increase in student and staff numbers over the last five years, an ongoing challenge has been to ensure that the unique culture of IADT is maintained, and that information is exchanged and shared in an inclusive and accessible way.

75% of those taking the School of Business & Humanities' Foundation Certificate, aimed primarily at people who wish to re-enter education after a gap, have gone on to further third level education.

To encourage the students of the future, 'taster programmes' for local second level schools have been run through Southside Partnership and Bray Partnership and Open Days are held annually.

"The new building has made a huge difference, because not only did it reduce congestion, but it made inter-School work easier...The diversity of the college is an achievement. The name is known everywhere and it's known for diversity and high standards. We were told the very first day that no matter what happens we are the future of the industry we're studying for."

Cillian Flynn, Students Union President 2002/03

An important part of being educated at a third level institute is the life experience students gain. The number of clubs and societies on campus is growing; one of the most recent additions is a Mature Students Society.

"It's important in our services to enhance the student experience, so that students see themselves as part of a community, they are not in this on their own. It's a great transition time for many, not just for younger students, but for the mature students as well and transition brings stress. People aren't just here to get qualifications, all students here are growing as people. They can learn a lot about themselves here, and we can help them to do that. We want to enhance the student experience, we want them to feel part of a community."

David Doyle, Academic Administrator & Student Services Manager

Student numbers reach 1180. Growth reaches the point where car parking becomes a problem!

Internet campus link upgraded to 4MB/s.

'Art on the Dart' initiative brings the work of IADT students to the travelling public.



Guest Lectures are given by Sir Christopher Frayling (RCA) and Robyn Jeffries (Sun Microsystems Senior Research Fellow).

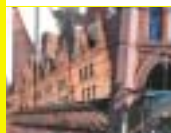
Model making programme is redeveloped as the new National Diploma in Model Making and Design.

BBS Degree level studies introduced in Business/Entrepreneurship.



2002 Enterprise Ireland funding is awarded for the IADT Digital Media Incubation Centre.

Major external grant funding is secured by researchers in the technology/applied psychology area for the collaborative project 'Next Generation Wireless Services'.



Campus Development plan is adopted by the Governing Body.

301 graduates conferred.

Dyslexia Awareness Day held.

BSc degree introduced in Multimedia Computing.

BA degree in eBusiness Systems introduced.



Media Asset Development Lab commissioned, providing professional 'facilities house' post-production, special effects, graphics and sound engineering clusters.

Summer School programmes extended to four weeks.

First graduates at degree level in Business.

eLearning Group formed.



IADT 'Innovation Seed Fund' launched and funds 10 projects.

The National Diploma course in Digital Media Technologies is introduced.

Library now has 30,000 books.

OST Awards for Primary School Science Projects facilitated by IADT.



Forging Links: Development, innovation and continuing education play an important role at IADT and provide a bridge linking it to business, industry and the community. Since it was established, the importance of looking outside IADT in terms of collaboration, communication and support has been understood. Collaborative programmes have been undertaken with other Institutes of Technology (Dundalk IT and Waterford IT). Closer to home, three Evolve business development programmes for local SME's have been held in conjunction with Venturepoint, the Dun Laoghaire Rathdown County Enterprise Board.

IADT has a significant number of entrepreneur graduates. As cross-Institute collaboration grows, this trend is expected to continue. The aim of the new Digital Media Incubation Centre is to nurture start-up digital media enterprises and to support their growth into sustainable businesses.

IADT established a foothold from the beginning in continuing education and professional upskilling. Through the Development Office, a diverse range of courses has been developed to meet the needs of specific target groups. Course offers include: Professional Development for Visual Artists, in association with the Sculptors Society of Ireland and the Artists Association of Ireland; Building Your Business with Confidence for Self Employed and New Start Ups, with the Department of Social, Community and Family Affairs in collaboration with Venturepoint and the Southside Partnership; and Information Communication and Technology Skills, also with the Department of Social, Community and Family Affairs and Venturepoint.

"Where you get the benefit of the convergence of the vision [creativity, technology and enterprise], is from the clustering of disciplines where graduates from the different disciplines work together, in postgraduate R&D, incubation units and campus companies. We have not got to that stage yet but we're on the right path – we're on stream for it... I hope that all the people in the Institute and those joining it have this in mind, that this Institute is different, that this is going to be exciting."

Patrick Molloy, School of Art, Design and Media

Realising The Vision: The last five years have been ones of high energy, high growth and high investment for the Institute; no part of IADT is unchanged. What is constant is IADT's determination to be a centre of excellence, to benchmark national and international standards and to educate students for the future.

"Awards are a by-product – doing a good job is doing a good job. If you're doing a good job the awards will come. If you can attract students who are very focused they will up the ante every time."

Patrick Molloy, School of Art, Design and Media

Ten support staff now manage the network of 570 computers. All lecture theatres have digital projection, with high-end projection facilities in the Trevor Scott Hall and Theatre 031.

Internet access speed upgraded to a 35MB/s link.



First Library Systems Conference, attended by 14 institutes, is held at IADT. The domain and web address www.iadt.ie is established.

IADT elected full member of CILECT in Melbourne. CILECT is the international organisation of acclaimed film schools.



Next development phase commences and work gets underway to provide additional lecture room, studio/laboratory space and office accommodation.

Wholetime staff numbers stand close to 150 and a further 150 visiting lecturers and associate faculty contribute to the range of courses offered.



2003
First graduates in the BSc [Multimedia Systems] and in the BA [eBusiness Systems].

The Students' Union undertakes community projects in the Dun Laoghaire area.



Student numbers reach 1400 at start of academic year 2003/04.

The first BA degree course in Animation in Ireland is introduced.



The BA in Photography and the BDes in Visual Communication are introduced, strengthening and developing the respective disciplines.

IADT is Grand Prix winner at the O2 Digital Media Awards and takes the prize for 'Best College of Digital Media'.



Achieving our Objectives

To translate objectives and values into a tangible action plan we have identified both approaches and indicators. These set out our goals in a formal way and map the 'timeline' and the campus plan to the actions required for their implementation.

Objectives	Approach	Indicators: <i>Measure of Achievement</i>
<ul style="list-style-type: none"> > Ensure that graduates have realised the highest standards academically, creatively, professionally and technically 	<ul style="list-style-type: none"> > Develop new programmes and continuously review all course programmes > Assure opportunities for cross course collaboration > Recognise the complexity of student life and provide support for administrative requirements, learning, personal development and well-being > Recognise that staff are the key resource and expect and support staff development, research, scholarship and professional activity as the means of constant renewal of teaching and programmes > Maintain and augment national and international recognition for our programmes by educational institutions, employers and the academic and professional communities > Integrate eLearning opportunities 	<ul style="list-style-type: none"> > Continuous attainment of standards that are benchmarked through the HETAC processes, particularly those relating to Course Approval, Quality Assurance, Departmental and Institutional Reviews > Attainment in the medium term of Delegated Authority as provided for under the Qualifications [Education & Training] Act, 1999 > Consistent and sustained demand for the courses offered by the Institute > High student retention > Record of achievement of graduates > International dimension > Adoption and deployment of a software platform to support eLearning
<ul style="list-style-type: none"> > Harness synergies between creativity, technology and enterprise 	<ul style="list-style-type: none"> > Create and sustain a distinctive working and learning environment that integrates: <ul style="list-style-type: none"> - visual arts, media arts & design - enterprise and technology - psychology, humanities, media & cultural studies > Create opportunities through teaching/learning for the emergence of collaboration across Courses, Departments and Schools > Push the boundaries of traditional disciplines through the application of new media technologies and new business models > Engage with the emerging digital media sector, particularly national initiatives [broadband, wireless, promoted, e.g., through Enterprise Ireland and IDA] 	<ul style="list-style-type: none"> > Optimised physical space on the campus that supports a high level of studio-based and project-based activity and shared access to advanced technologies > Reliable access to broadband infrastructure – a key enabler > Highly developed Library resources – print, media and electronic > Scope for cross-disciplinary collaboration to be a key attractor for prospective students > Range of elective modules offered on a cross-Institute basis > Participation in collaborative projects/developments and applied research nationally and internationally > Active membership of relevant boards, working groups and interest/industry groups external to the Institute

Objectives	Approach	Indicators: <i>Measure of Achievement</i>
<p>> Provide a distinctive student-centred experience</p>	<p>> Be learner-centred and address student life in an inclusive way</p> <p>> Welcome and ensure student participation in Course Boards and other representative committees and at Governing Body</p> <p>> Promote and develop the various learning and personal support services</p> <p>> Support the wider aspects of student life and promote this through the Student Services Committee</p>	<p>> Course documents and curricula that reflect a high level of supported project work and which require and develop students' independent learning and research skills</p> <p>> Early identification of special needs and provision of an appropriate response – no student to fall through the net</p> <p>> Visible participation by students in a range of sporting and recreational events through clubs and societies</p> <p>> Regular and constructive Institute-student engagement</p>
<p>> Provide inclusive and flexible access to an integrated range of programmes at all levels</p>	<p>> Recognise and facilitate changing student profiles and patterns of learning</p> <p>> Promote the role of the Access Service in its work within and external to the Institute</p> <p>> Promote a strong sense of inter-cultural, aesthetic and ethical awareness</p>	<p>> Availability of ACCS [credit accumulation] options across a wide range of programmes</p> <p>> Positive actions to attract students from diverse backgrounds</p> <p>> Evidence of achievement in terms of diversity in the student body</p> <p>> Co-ordinated contribution to student learning balanced between School/Dept., Student Affairs, LI&LRC and ICT Services</p>
<p>> Engage proactively in collaborative research and development, innovation and technology transfer</p>	<p>> Identify opportunities for collaboration with other higher education institutions in Ireland and abroad</p> <p>> R&D policy that underpins strategic IADT goals and which provides clear incentives and support mechanisms for participating staff</p> <p>> Develop strategic partnerships with appropriate industrial partners and/or professional organisations in support of research and/or technology transfer</p> <p>> Facilitate the development of one or more 'Centres' e.g., National Centre for Film & Broadcasting, as a means of consolidating R&D/professional activities and promoting cross-disciplinary collaboration</p> <p>> Identify and prepare for appropriate funding opportunities</p>	<p>> Successful implementation of an internal 'Innovation Seed Fund'</p> <p>> Record of achievement under competitive calls for proposals</p> <p>> International dimension</p> <p>> Critical mass of projects active at any one time</p> <p>> Sustainable programme of workshop, seminar or conference events taking place on campus each year</p> <p>> Tangible results from collaborative R&D activities including 'products', reports, papers and publications</p>

Objectives	Approach	Indicators: <i>Measure of Achievement</i>
<p>> Support the development of enterprises nationally and internationally for the niche sectors in which we specialise</p>	<p>> Develop Digital Media Incubation Centre</p> <p>> Develop and secure funding for an 'Enterprise Platform' programme with specialisation in media</p> <p>> Expand and sustain role as centre of excellence for advanced professional development and training in film and media</p> <p>> Engage with relevant national initiatives facilitated through agencies such as Enterprise Ireland, IDA and sector-specific agencies e.g., Film Board, Screen Training Ireland</p>	<p>> Incubation Centre established</p> <p>> Enterprise Platform in operation</p> <p>> Expanded activity in provision of specialist training programmes</p> <p>> Income stream that is meaningful in terms of regular maintenance and upgrading of specialist, capital-intensive facilities</p> <p>> Recognition as national centre of excellence for media</p>
<p>> Support sustainable enterprise development for the region in which the Institute is situated</p>	<p>> Engage with local agencies, e.g. County Enterprise Board and Chamber of Commerce and with business located in the Dun Laoghaire Rathdown and East Coast regions to identify needs that can fulfilled through IADT</p> <p>> Make campus available as a venue for a range of enterprise-oriented events</p>	<p>> Continued expansion of numbers participating in professionally-oriented short courses e.g., EVOLVE, EMPOWER</p> <p>> Promote programme of workshops/seminars hosted/facilitated by IADT or others</p> <p>> Consultancy/technology transfer assignments for local business</p>
<p>> Develop the campus infrastructure and the administrative, technical and support services of the Institute consistent with recognised good practice in higher education</p>	<p>> Prioritise awareness of good practice</p> <p>> Promote a service-oriented, 'can do' ethos that is grounded in an understanding of the necessary balance between expectation and capacity to deliver</p> <p>> Provide opportunities for staff development</p> <p>> Optimise for staff and students access to Library and information resources and to information and communications technologies and networks</p> <p>> Phased implementation of the campus masterplan</p> <p>> Take interim measures to bring the campus buildings and grounds to a uniformly good standard, in particular older buildings and the surrounding grounds</p> <p>> Optimise utilisation of space</p> <p>> Plan for obsolescence/renewal of equipment on a rolling basis</p>	<p>> Focussed visits by key staff to other higher education institutions in Ireland and abroad</p> <p>> Participation in sectoral and other working groups</p> <p>> Accessible documentation on good practices across a range of operational areas</p> <p>> Documentation of policy and procedures – 'staff handbook'</p> <p>> Evidence of wide participation in staff development programme</p> <p>> Programme of incremental improvements to existing infrastructure running side by side with major capital development programme</p> <p>> Planned responses – avoidance of short-term or ad-hoc solutions</p>

Objectives	Approach	Indicators: <i>Measure of Achievement</i>
<p>> Sustain a culture of communication across all areas on the Institute</p>	<p>> Develop campus Intranet to which all staff will have convenient and reliable access</p> <p>> Develop Student/Courses Intranet</p> <p>> Adopt and publish policy and operational documents</p> <p>> Ensure openness in the spirit of freedom of information</p> <p>> Broaden participation in the formal committees and working groups of the Institute</p> <p>> Develop the partnership process and support projects generated by it</p> <p>> Develop social and recreational aspects of campus life</p>	<p>> Clarity of information on all aspects of how IADT conducts its business</p> <p>> Publish an Institute Calendar and complementary Academic Calendar</p> <p>> Clarity for students on all aspects of course/campus matters</p> <p>> Good practices in the context of FOI</p> <p>> Tangible evidence of broad participation in committees and working groups – particularly those that involve cross-Institute activities</p> <p>> Sustainable partnership process generating visible institute-wide projects</p> <p>> Active Staff Social & Recreational Club</p> <p>> Inclusion of retired members of staff</p>
<p>> Communicate and engage with our various publics [prospective students, parents, business, public representatives]</p>	<p>> Present a public face for IADT which consistently reflects a welcoming attitude and the commitment of all our staff and students to our shared vision</p> <p>> Celebrate achievement</p> <p>> Be effective in briefing and influencing stakeholders, decision makers and policy makers</p> <p>> Be responsive to a changing environment and proactive in identifying and meeting needs in our spheres of operation</p> <p>> Consolidate the particular niche for IADT in the context of regional, national and international higher education, research, development and innovation</p> <p>> Present and regularly review a cohesive set of publications, including print and electronic formats</p> <p>> Ensure adequate and appropriate coverage in the media for the work of the Institute, particularly the achievements of staff and students</p> <p>> Value and participate in networks in the national and international context</p> <p>> Actively engage in development of professional practice in the arts</p>	<p>> Calendar of events, both internal and external to showcase the work and achievement of students and staff</p> <p>> Annual 'awards' day to recognise student and staff achievement</p> <p>> Annual schedule of meetings with key individuals, organisations and agencies</p> <p>> Responses to external requests and stimuli: clear evidence of balance between a 'provider' and a 'needs-driven' approach</p> <p>> Clear editorial and design strategy for publications</p> <p>> Evidence of active participation in diverse academic, sectoral, industrial and professional networks, represented by a broad constituency of staff</p> <p>> PR and marketing plan</p>

Objectives	Approach	Indicators: Measure of Achievement
<p>> Develop our Alumni base</p>	<p>> Maintain contact with IADT graduates as a means to:</p> <ul style="list-style-type: none"> - expanding our network of professional contacts - providing for their ongoing professional development - developing strategic partnerships with industry - potential funding 	<p>> Annual schedule of events and publications aimed at graduates</p>
<p>> Develop a Charter for IADT</p>	<p>> Examine similar documents published by other higher education institutions, in Ireland and internationally, to determine an appropriate model for IADT</p>	<p>> Develop and publish Charter</p>

Values	Indicators Measures of Achievement
<p>> Willingness to engage in and contribute to shaping the future</p> <p>> Academic leadership in the development of innovative curricula, modes of assessment and teaching and learning methodologies</p> <p>> Mutual respect and professionalism in staff-staff, staff-student and student-student relations and recognition of the role and contribution of each staff member and student</p> <p>> Campus that is welcoming, functional and safe and that is also visually and aesthetically pleasing</p> <p>> Ethical awareness</p> <p>> Inter-cultural awareness</p>	<p>> Successful Partnership process</p> <p>> Mediated through Course Boards and Academic Council and in the development of new programmes and renewal of existing programmes</p> <p>> Reflected in documented procedures</p> <p>> Reflected in attitudes and behaviours</p> <p>> Demonstrable policies and practices that contribute to the well-being of staff, students and visitors</p> <p>> An ethos and culture of respect for health and safety policies of the Institute which ensures that each individual understands and accepts their responsibility</p> <p>> A shared responsibility for maintaining and improving the campus appearance</p> <p>> Appropriate standards emphasised within each department and functional area</p> <p>> Reflected in attitudes and behaviours</p>

The action plan to underpin IADT objectives is reviewed annually by the Executive of the Institute and adopted by the Governing Body.

This plan is in turn amplified through the planning process and the necessarily more detailed plans within the Schools and cross-Institute functional areas.



Aaron Coyne



Sheila Mangan



Danielle Stephenson



Kristina Hoppe



Ed McElwaine



Chafik Mehdi



Emilie Chauvet



William McDonald



Andy Byrne



Enda McGrattan



Lisa Cauldwell



Sean May



Dacia Michelini



Nora Van Den Berg

IADT – Dun Laoghaire Institute of Art, Design & Technology
Kill Avenue, Dun Laoghaire, Co. Dublin, Ireland.

website
www.iadt.ie

telephone
+ 353 1 214 4600

facsimile
+ 353 1 214 4700