

24–28

Towards a university for
the Creative Industries

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Towards a university for the Creative Industries

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Our Strategic Framework



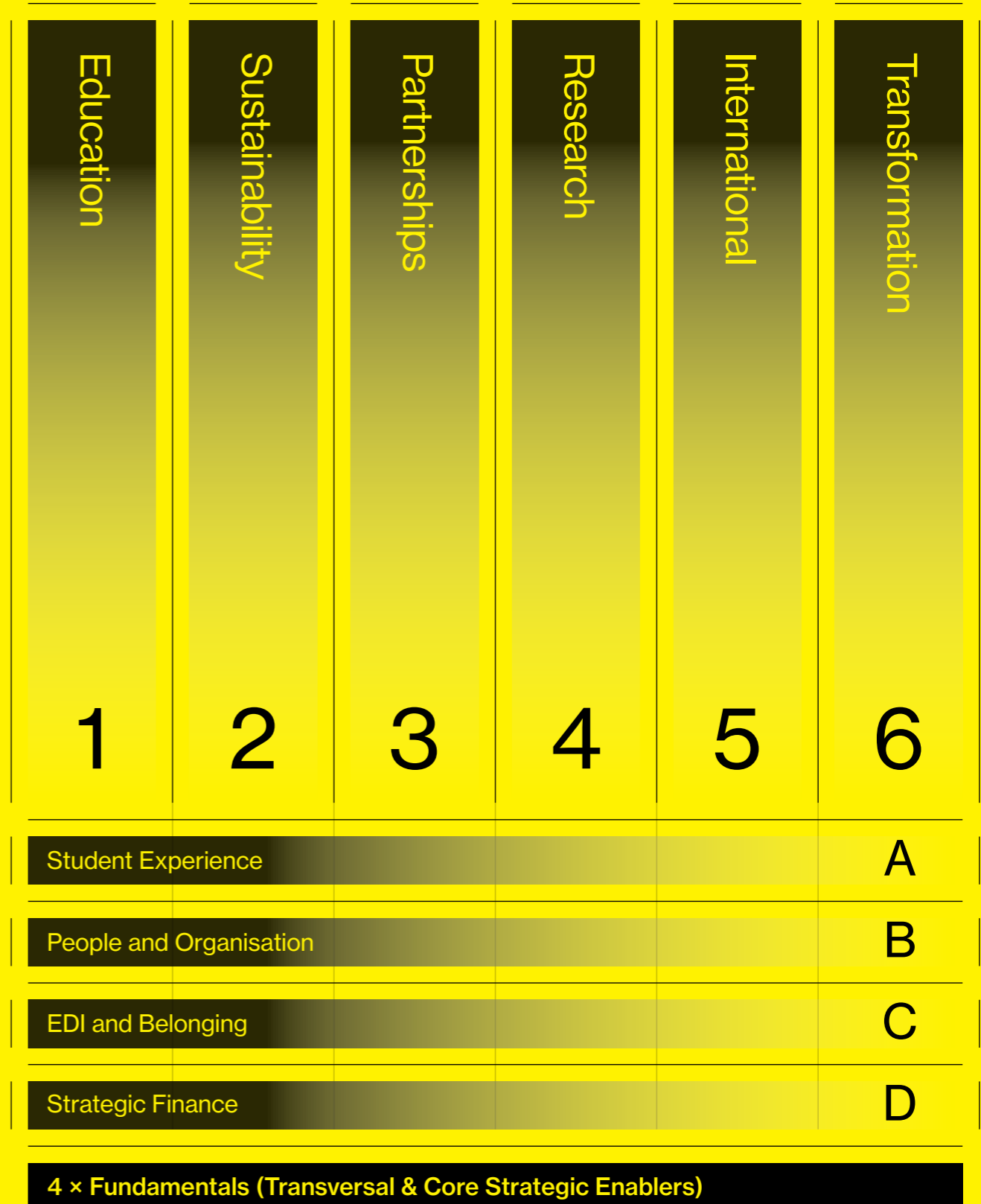
Our vision is to be Ireland's university for the Creative Industries.

Our Mission

We are a community of ambitious students, scholars and professionals who know that creativity can be a transformative power for positive social and sustainable change.

We set new standards for practice-based teaching, learning and industry informed research to improve society for the common good.

We inspire and enable our students to fulfil their aspirations and become unique and courageous global citizens.



Chair's Foreword



I am delighted to introduce you to IADT's Strategic Plan for the period 2024 to 2028. This Plan is exciting and ambitious. It has been prepared at a critical juncture in IADT's journey and in the transformation

of the Irish higher education landscape. It reflects our vision to be Ireland's university for the Creative Industries.

This Strategy has been developed with input from a wide range of internal and external stakeholders. It reflects the critical and positive contribution that IADT will make to the richness of the Irish higher education sector, to the development of creative industries and the enhancement of skills at the national and European levels. It builds on the long, successful and autonomous history that IADT has enjoyed and it aims to guide IADT in the next phase of its journey.

The contribution of our staff and the achievements of our students and graduates, will continue to be pivotal to IADT's future and I would like to thank them and our external partners and stakeholders for their invaluable contribution to and support of IADT and our vision. The members of IADT's Governing Body join me in recognising the importance of this Strategic Plan and we would like to thank all those who contributed to its development. We look forward to the implementation of this strategy and are confident that it is a timely strategy for IADT.

David Holohan | Chairperson

President's Introduction



Welcome to IADT's strategy for the period 2024-2028. A strategic plan is an opportunity to set out our vision, our goals and our priorities for the next stage of our development and growth. Our Strategic

Plan to 2028 sets out a unique vision for IADT and the central role which we intend to play in Ireland's creative economy and within an evolving higher education landscape as Ireland's university dedicated to the Creative Industries.

IADT has long occupied a unique position in the higher education landscape as an autonomous national centre of excellence for the creative, cultural and technological sectors. We take an inclusive and holistic approach to these sectors and firmly believe that the way we bring together disciplines, methods and perspectives provides a distinctive, interdisciplinary experience within Irish higher education.

IADT has always been unique. It has been proudly at the vanguard of innovation and creativity, in its teaching, research, and practices. Today, we are committed to a range of disciplines and perspectives, across business, technology, social science, and the humanities, and we continue to provide a distinctive selection of programmes in art, design, and media. This approach, and the recognition of our leadership, has allowed us to develop the National Film School, co-found the Creative Futures Academy, and establish the Media Cube. In 1997, we were recognised as the uniquely-mandated Dún Laoghaire Institute of

Art, Design and Technology; more recently, we became a founding member of the European University for film and screen media – 'FilmEU'.

Our students exemplify this spirit of innovation and creativity. They frequently attain global recognition and accolades from prestigious bodies including the Oscars, Golden Globes, the BAFTAs, the Venice International Film Festival, the Global Undergraduate Awards, IDI Awards for Design, RHA Awards for visual arts, the Royal Television Society Awards and the prestigious George Moore Scholarship for Applied Psychology amongst others.

I am confident that the ambition that took us from a modest provider of one course to a uniquely mandated Institute of Technology will also support us as we realise our vision to be Ireland's university for the Creative Industries, delivering on the Government's exciting and ambitious roadmap for these sectors.

I am encouraged by the enthusiasm and support of our staff, students, the Governing Body and external partners in pursuing this vision and recognise that much work is required to realise it. This is both an exciting and a challenging vision, which will continue to define IADT as a unique provider of practice-led and research-informed education. As one of the seven institutions now making up Ireland's technological higher education sector, we will continue to make a distinctive contribution to Ireland's higher education system.

We intend to transform our organisation to allow us to deliver our ambitions. We want to ensure that we remain deeply connected with our European partners, rooted in the social and economic needs of our regional base in Dún Laoghaire, whilst providing a transformative

experience for our students and a rewarding and fulfilling career for our staff.

I believe that the realisation of our vision to be Ireland's university for the Creative Industries, and the transformation which we intend to make to achieve it, will secure and safeguard the future of our institution for many decades to come.

A new phase of growth and development for the institute is about to begin, where we will lead in education, research and influence for the creative industries both in Ireland and internationally. I embrace this challenge and opportunity, and invite you to join with me, the Governing Body and the Executive as we implement this vision for our future.

David Smith | President

Context and External Factors

Since the preparation of our last Strategic Plan, *Better Futures Created Together* in 2018, the environment in which IADT exists has changed fundamentally.

1. DFHERIS, *Progressing A Unified Tertiary System for Learning, Skills and Knowledge* (2022)

2. DFHERIS, *Impact 2030: Ireland's Research and Innovation Strategy* (2022)

3. European Commission, *European Strategy for Universities* (2022)

4. DFHERIS, *Global Citizens 2030: Ireland's Talent and Innovation Strategy* (2024)

We now operate under a new Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), and changes in governance models driven by the Higher Education Authority Act 2022 are coming into effect. Five Technological Universities have been established, and Ireland is progressing a policy for a unified tertiary sector.¹ Integrated pathways to higher education have been introduced. A new Higher Education System Performance Framework (2023-2027), which sets out parameters for agreeing performance contracts with higher education institutions, was launched in September 2023.

The national research and innovation strategy, *Impact 2030*,² emphasises open research, engagement with industry, the development of human capital, and collaborating across the island, across Europe, and at a global scale, and the new agency Taighde Éireann, backed by the Research and Innovation Bill currently under consideration, will support and promote excellent research with societal and economic impact.

The EU has renewed and extended its commitment to the European Universities Initiative, seeking to expand to 60 European Universities across 600 HEIs by mid-2024 and charging European Universities with a mandate to be lighthouses of the European way of life and key actors of change in the twin green and digital transitions.³ Ireland's own talent and innovation strategy, *Global Citizens 2030*,

identifies participation by Irish institutions in European Universities as gateways to Europe and as a flagship initiative of Ireland's commitment to global citizenship in multi-national, multi-cultural and diverse workplaces.⁴

IADT is one of the seven HE institutions that now make up Ireland's technological HE sector—the group of institutes of technology and technological universities awarding undergraduate and postgraduate qualifications across the National Framework for Qualifications. The vision and ambition expressed in this Strategy continues to reflect our unique profile, standing and recognition as a multidisciplinary higher education institution and as Ireland's campus for the creative industries. We are ready to build upon our long history of autonomy, creative collaboration, work in our region, and partnership with national and international peers.

Our Progress

Consistent with the wider transformation of higher education in Ireland, we have made considerable progress over the last five years. In line with the priorities set out in our previous strategy we have further advanced our ambitions at local, national and international level.

Some of our key institutional achievements and successes include:

- We achieved recognition as a European University through our role as one of the founding members of FilmEU (2020), and FilmEU's successful expansion to eight members and securing of over €20m in additional EU funding (2023).

- In 2023 construction commenced for a new state of the art Digital Media building on campus, with classes commencing in early 2025, allowing for up to 600 additional student places.

- We achieved the Athena Swan Bronze Award (2022) for our commitment to Equality, Diversity and Inclusion, and led the

multinational, EU-funded project EDIFY_EDU on EDI for improving the quality of management education. We provide further leadership and guidance on EDI matters across projects and initiatives, including N-TUTORR, Creative Futures Academy and European Universities.

- We became a Designated Awarding Body (2020) with the right to establish and make awards up to Level 9 (Masters) on the National Framework for Qualifications.

- We established and implemented the Creative Futures Academy (over €10m in Human

Capital Initiative [HCI] funding) in conjunction with our partner institutions – the National College of Art and Design (NCAD) and University College Dublin (UCD).

- We secured over €4m in further additional funding directly for IADT through a number of funds including the Technological Universities Transformation Fund (TUTF), the sectoral N-TUTORR project on transforming learning, and HEA Performance Funding.

- Responding to a key policy objective, we developed our first Level 8 Tertiary programme (BA [Hons] Immersive Media Production, 2023) in collaboration

with our Further Education partners: City of Dublin ETB (Ballyfermot) and Kildare/Wicklow ETB (Bray), with plans to expand our tertiary programme offering for 2024/25.

- We further developed our international partnerships and MoUs with international HEIs, including renewed partnerships with Sheridan College and George Brown College in Canada.

- We enhanced and deepened our connection with our local community in Dún Laoghaire, including the signing of an MoU with Dún Laoghaire-Rathdown County Council (2022), our leadership of the "Towards a Creative Dún Laoghaire" and "Fernhill Park Experience" projects (2022), and the expansion of our campus into the Carnegie Library in the town centre (works commenced 2023).

- We increased our postgraduate and international student numbers.

- We introduced ten new undergraduate programmes, four new masters degree programmes, and various shorter programmes – including cross-disciplinary programmes, stimulus and HCI funded Springboard programmes, and programmes addressing emerging skills needs.

- We received 15 commendations from an international expert panel as part of the CINNTE institutional quality review (2022-2023) carried out by Quality and Qualifications Ireland (QQI).

- We embedded work placements across all undergraduate programmes.

- We increased our staff research profile, activity, and funding, accompanied by a research information system and staff research development programme, supported with funding from Irish Research Council (IRC), Science Foundation Ireland (SFI), Creative Ireland, Erasmus+, Horizon2020, Horizon Europe, European Institute of Innovation and Technology (EIT), and in collaboration with partners across 18 EU states, the UK, and Ukraine.

- We joined the largest European digital innovation and education ecosystem, EIT Digital, and have been invited to join the SFI Research Centre CONNECT.

- We supported over 300 start-up companies through our Media Cube, including multiple cohorts completing our New Frontiers business development programme (funded by Enterprise

Ireland and in partnership with NovaUCD) and supported for the first time a number of student spinout companies.

- We adopted our first Climate Action Plan.

- We were proudly recognised by Variety Magazine as being among the top global film schools. Our National Film School was only one of ten non-US schools to achieve this recognition and endorsement.

European University

In 2020, IADT joined forces with like-minded institutions as a founder member of FilmEU, one of the alliances funded through the European Universities Initiative. As set out in *Global Citizens 2030*, participation in a European University allows IADT to serve as a gateway to Europe and support 'seamless mobility for learners, researchers and innovators'.⁵ In 2023, FilmEU expanded from four to eight institutions and secured over €20m in further funding from the European Union (Erasmus+ and Horizon Europe) as a European University dedicated to education, research, innovation and service to society, across the creative and cultural sectors.

FilmEU's enabling strategy of empowering, co-creation and bridging among the partners and beyond will make it a leading provider of film and media arts education in Europe and a core partner for research, innovation, and societal engagement. It will confirm the European Universities model as an exemplary collaborative structure for institutional cooperation and transformation, contributing greatly to Europe's leading role as a provider of education, research and innovation in the creative and artistic areas.

FilmEU will fully attain all features of the new framework for cooperation set out in the European Strategy for Universities, through European degrees, joint structures, and research initiatives, fostering sustainability, cohesion, entrepreneurship, employment, and, importantly, innovation and creativity. IADT, and its seven partners in Belgium, Bulgaria, Denmark, Estonia, Lithuania, Portugal, and Slovakia, will ensure that the European University will help shape our shared future, enrich and support our ongoing national priorities, and reinforce the European Higher Education Area and the European Research Area as a whole.

5. DFHERIS, *Global Citizens 2030: Ireland's Talent and Innovation Strategy* (2024)



Environmental, Social and Governance Issues

IADT, as a publicly funded institution and as a part of Ireland's technological higher education sector, welcomes the applicable duties, obligations and expectations in respect of environmental, social and governance considerations. These include, but are not limited to, the *Climate Action and Low Carbon Development (Amendment) Act 2021* (and the associated duty for IADT to adopt a Climate Action Plan), the *Second National Strategy on Education for Sustainable Development* (and the associated follow-up and monitoring exercises),⁶ and the adoption of mobility management plans in tandem with capital development.

Within the European University FilmEU, the 'Dublin Declaration' of 2022, aligned to the European Strategy for Universities, sets out ten joint actions including the embedding of sustainability in teaching programmes, reducing media and data footprint, and 'offsetting by doing' through awareness and community engagement. In 2023, IADT secured the 'KeepWell' mark, an evidence-based workplace wellbeing accreditation. Having adopted our first Climate Action Plan in 2023, IADT is currently completing its detailed Materiality Assessment, in which environmental, economic and social

issues of relevance to our mission and activities are being assessed.

Key activities within the lifetime of this Strategic Plan in an ESG context will include the redevelopment and reimagination (subject to funding) as a 21st century learning space of our oldest buildings, meeting the highest standards of sustainability and energy efficiency; continued participation in the sectoral N-TUTORR project with its commitment to student empowerment and staff development in respect of six themes including sustainability and EDI; and an assessment of the alignment of teaching and research with the 17 UN Sustainable Development Goals (SDGs). Specific actions in respect of sustainability and equality, diversity, inclusion and belonging, including renewal of Athena Swan Bronze, are set out under Priority 2 and Fundamental C in this Plan.

⁶ Department of Education, *ESD to 2030: Second National Strategy* (2022)

IADT and the Creative Industries



At IADT, we have always been rooted in our creative origins and our understanding of what creativity means for our community, for Ireland, and in Europe and the wider world. Innovation, and our commitment to positive social change, has been at the heart of everything we do.

Our desire to change and respond has shaped our development, from our provision of Ireland's first art foundation course, which seeded the establishment of a unique creative arts higher education institution in Dún Laoghaire, to our successful recognition as a uniquely mandated Institution in the institutes of technology sector, and now to this critical juncture as we explore significant new opportunities.

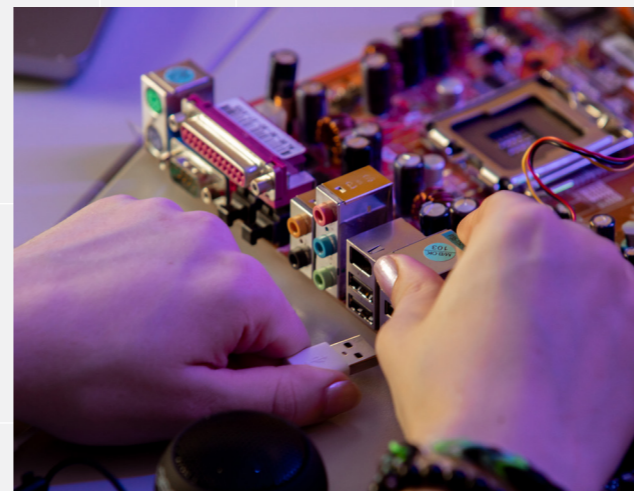
In this plan, we have identified a number of strategic priorities to support the realisation of our vision to be Ireland's university for the creative industries. Our teaching and research, which today encompasses disciplines ranging from the humanities to technology, and includes distinctive programmes such as those in applied psychology and in equality, diversity and inclusion, reflects this continued desire to be a unique and expansive voice in Irish and European higher education.

A university for the Creative Industries

In 2020, IADT received funding from the Higher Education Authority, under the Technological Universities Transformation Fund (TUTF), to further explore future strategic priorities. This funding supported the consideration of the feasibility of an institution with an international, national and regional remit; a hub of education, research, and innovation focused on the creative, cultural and technological sectors; a multidisciplinary institution that situates knowledge from the applied arts, humanities, technology and business at the centre of, and underpinning, cultural & creative education and practices in Ireland. This investigation took place in the context of the *National Strategy for Higher Education 2030*, and its identification of the benefits of a diversified and heterogenous system, encompassing effective institutions that concentrate on particular fields and accumulate quality and expertise in those fields.



Rory Bradley
Dept of Design + Visual Arts



This research concluded that high-quality teaching and research across creative disciplines was necessary in the context of national Higher Education and policy commitments to culture and creativity, and found that creative arts/industry universities of a smaller and more specialist scale (compared to traditional Irish universities) exist and thrive in other jurisdictions. It also outlined that the cultural and creative sectors and industries are a major contributor to Ireland's economy and has considerable further potential to grow. These sectors will play a significant role in meeting *Project Ireland 2040*'s strategic goal of a 'strong economy supported by enterprise, innovation and skills'.

It is also apparent from this research, that mature higher education systems internationally sustain and champion smaller institutions alongside larger ones, and see specialised institutions flourishing alongside comprehensive ones. It is apparent that Ireland now benefits from an established university sector, a set of regionally rooted and distinctive technological universities, and excellent provision for certain of the creative arts in dedicated institutions. Moreover, further education and the private sector offer capacity in a number of creative disciplines. But there is no equivalent in Ireland, yet, of the type of institution we found elsewhere, which sits at university level, has a distinctive mandate in respect of the creative industries (especially the digital creative industries), provides teaching and research in multiple creative fields, and supports that work through complementary centres of excellence in relevant and cognate disciplines.



Jeff Taylor
Dept of Entrepreneurship



With a new configuration of higher education institutions in Ireland, and renewed national and European attention on the role and economic value of the creative industries, significant opportunities present themselves. IADT seeks to harness those opportunities, in a way that is inclusive of all the disciplines we currently teach and research and supportive of further development. We work in the context of the *Technological Universities' Research Network (TURN) Report (2019)* which calls on institutions in the technological sector to go beyond current skills shortfalls and act 'as far-sighted and strategic partners and collaborators with industry and other employers in determining and meeting the skill needs of the future', while also ensuring that learners are ready to act independently in the future economy and society, and the demand for research that is 'mindful of an ever-changing society, while also being agile and responsive to the need for innovation in business and industry' (*Programme for Government, 2020*).

Creativity in Ireland is central to our national stories and our global context, and increasingly acknowledged (as set out below) in a range of public policy interventions. While major reforms to Irish higher education sector are coming to a close, it is the ideal point at which to develop what would be a new and fitting component of a 21st century higher education system, drawing on best practice from many other nations and key European trends: a university for the creative industries.



Shauna Dowdall
BA (Hons) Art student

The Creative Industries

The term 'creative industries' began to be used about twenty years ago to describe, in terms of value, jobs, and growth, a range of artistic, cultural and creative activities. Some of these are amongst the oldest in history, while others result from more recent social and technological change, including the digital revolutions of the 20th and 21st centuries. At the 'interface between creativity, culture, economics and technology', intellectual capital is created and circulated, promoting, as the UN Conference on Trade and Development puts it, 'social inclusion, cultural diversity, and human development'.⁷ The language of creative industries is now shared across many nations and agencies, allowing for the social, cultural and economic value of culture and the arts (as broadly understood) to be recognised and understood at national and international levels.

7. UNCTAD, *Creative Economy Outlook* (2022)



Cameron Bowes
BBus (Hons) Business
Management student

Across these definitions, it is recognised that there is a cross-sectoral impact or spill-over of these primary creative and cultural sectors into other industries, driving innovation and creativity across a range of other sectors as part of the wider 'creative economy'. For instance, the *Digital Creative Industries Roadmap* highlights how the creative industries 'are highly transversal to many knowledge-led sectors, from ICT to medical services to tourism, boosting cross-sectoral innovation and local development', and how supporting the digital creative industries will 'not only sustain direct employment in the future economy, but also help to grow new businesses, develop skills and attract the talent needed to support more resilient employment across a more diversified enterprise base'.

8. Creative Ireland, *Digital Creative Industries Roadmap* (2024)

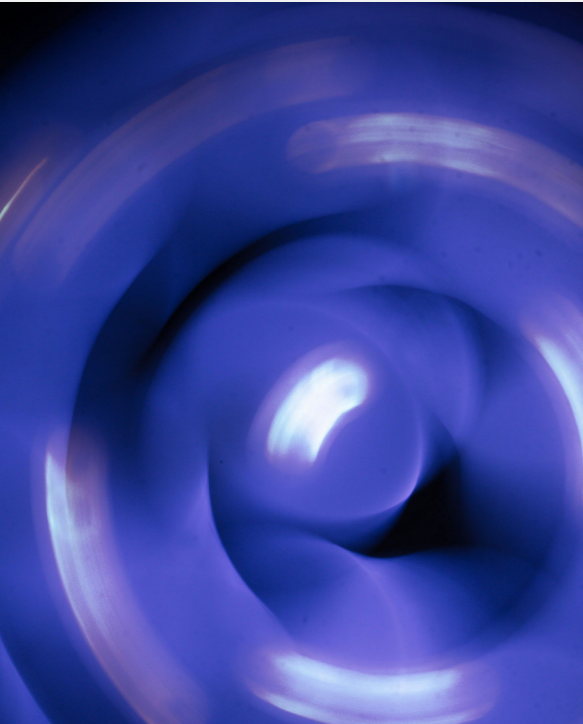
9. Culture 2025: a national cultural policy framework to 2025 (2019)

10. Regulation 2021/818 establishing the Creative Europe Programme 2021–2027

There is no universally accepted definition of creative industries. In Ireland, the *Digital Creative Industries Roadmap* (2024)⁸ explains the creative industries as those 'industries which utilise creativity as a means to deliver commercial success and employment', and the earlier *Culture 2025* report refers to 'creativity as a means to deliver commercial success, export growth and resilient employment'.⁹ Similarly, the European Commission understands the creative industries as 'all sectors whose activities are based on cultural values or artistic and other individual or collective creative expressions' including 'the development, the creation, the production, the dissemination and the preservation of goods and services which embody cultural, artistic or other creative expressions, as well as related functions such as education or management'.¹⁰



Creative Industries: National and International Policy Context



Eurostat, the European Commission's statistical office, estimates that cultural and creative industries employ 8.7 million people in EU, which amounts to 3.8% of the total workforce, employed in 1.2 million enterprises.

According to the European Commission,¹¹ the gross value add (GVA) for cultural and creative sectors has grown in the EU and Ireland in the last 15 years to approximately €8 billion in Ireland. Increasing the supply of graduates that are fully equipped with skills relevant to the creative industries is vital to ensure that a sustainable creative economy can continue to thrive in Ireland.

In 2020, Ireland's *Programme for Government: Our Shared Future* recognised how the arts 'are essential to the wellbeing of our society' and how Ireland's creative culture brings 'significant economic and social value', and pledged a commitment to 'place emphasis on the economic, social and cultural value of our ... creative community' and support the cultural and creative sector. Ireland's 2021 *National Development Plan (NDP)* sets a goal of 'promoting creative industries and skills, one of

11. European Commission, *Measuring the Cultural and Creative Sectors in the EU (2022)*



the fastest growing economic sectors worldwide'. Most recently, the *Digital Creative Industries Roadmap* reaffirmed the importance of the creative industries to social and economic policy in Ireland, as cross-departmental priorities, and identified the potential for growth in the sectors of design, digital games, and content creation.

Research and development needs in the creative industries are also clear. Innovation in the creative and cultural sectors thrives within dynamic 'live' projects, rather than isolated actions. National policies, including the national development plan *Project Ireland 2040* and the research and innovation strategy *Impact 2030*, advocate for a creative and innovative society – an island of innovation – with an economic focus

on ICT-based industries, multimedia, and the creative sectors. Internationally, it is recognised that research in the creative and cultural sectors and industries can drive innovation and generate positive change in and for society, and that culture and creativity plays a key role in the development of cities and regions and their ability to further help address disparity issues across Europe, contributing to sustainable development, driving green innovation, raising awareness of ecological problems, and informing public opinion.¹²

12. European Institute of Innovation and Technology (EIT), *Factsheet on the KIC on Cultural and Creative Sectors and Industries (2021)*

Creative Industries: Implications for IADT

IADT welcomes this national and European focus on developing the creative industries. We are supportive of the target areas identified for development under Ireland's national plans. It is our intention, in this Strategic Plan, to support this wider focus on the Creative Industries.



Jack Maher
BA (Hons)
Photography +
Visual Media
student

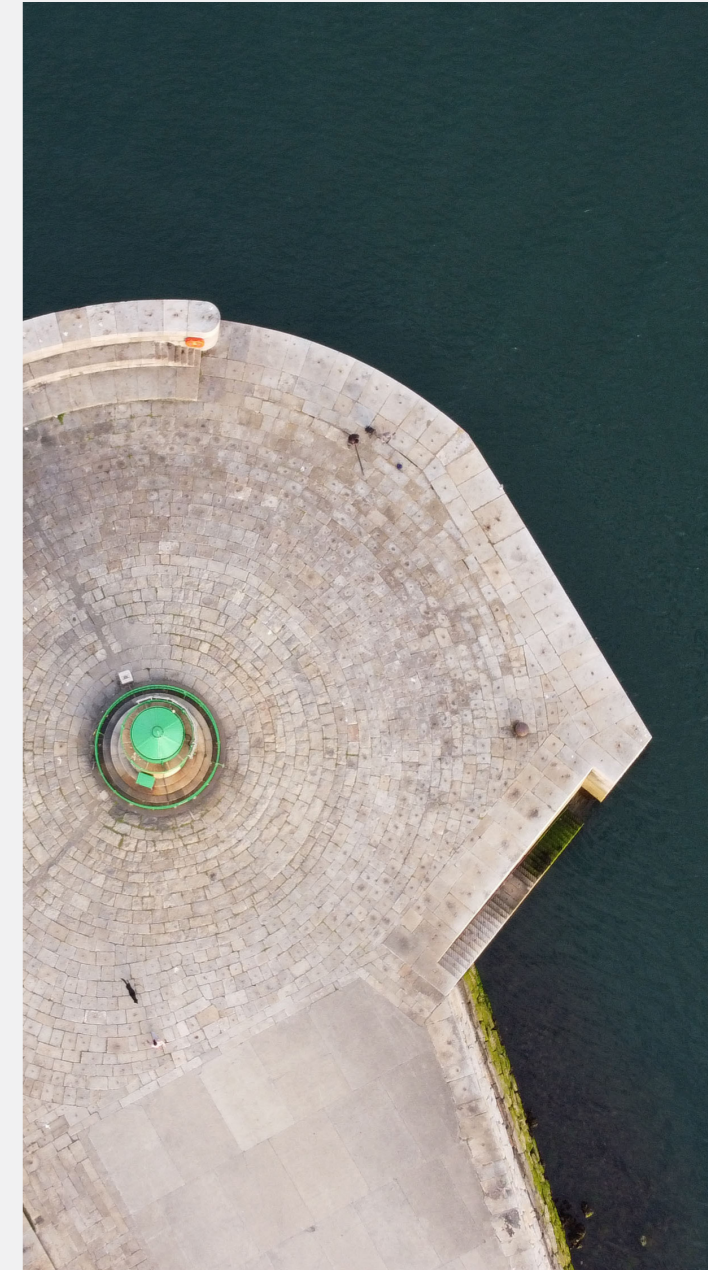


We embrace the role we can play in addressing the *Digital Creative Industries Roadmap's* commitment to 'new modes of learning in partnership with and for the digital creative industries', embedding creativity across FE and HE and future-proofing our economy. We respond to the *OECD Skills Strategy Ireland Assessment*, including the needs for graduates to 'adapt to new modes of work, behaviour, consumption and participation in society' through a diversified supply of skills, more flexible and accessible lifelong learning opportunities, and the promotion of innovation in the context of digital leadership and the 'just transition' to a climate-neutral economy.¹³

13. OECD, *Skills Strategy Ireland: Assessment and Recommendations (2023)*

We are already working closely with our regional authority Dún Laoghaire-Rathdown County Council and welcome the statement in the *County Development Plan 2022-2028* that IADT is a 'significant asset' to the region in light of the growing international movement by cities to become recognised and organised as 'creative cities'.¹⁴

In common with many others, we seek to understand the cultural and creative sectors and industries in a broad and non-exclusive fashion. This includes many sub-sectors (e.g. film, animation, audio-visual, sound, design, art, marketing, and new media), and the wider set of disciplines (e.g. business and psychology) on which we are focused. In particular, we know that teaching and research in respect of the creative industries requires the bringing together – under one roof – of creative practices, critical and contextual study of arts and culture, and the social sciences and the humanities. This holistic and inclusive understanding of the creative industries will enable us to develop, empower and support the next generation of creative leaders.



14. Dún Laoghaire-Rathdown County Council, *County Development Plan 2022-2028*.



Adelicia Boakye Yiadom
BA (Hons) Television student

Vision, Mission and Values

Vision

Our vision is to be Ireland's university for the Creative Industries.

Mission

We are a community of ambitious students, scholars and professionals who know that creativity can be a transformative power for positive social and sustainable change.

We set new standards for practice-based teaching, learning and industry informed research to improve society for the common good.

We inspire and enable our students to fulfil their aspirations and become unique and courageous global citizens.



We value

- Creative ambition and excellence

1

- Inclusivity and being outward looking

3

- Listening to and respecting individual voices

2

- Experimentation and the unconventional

4

- Building an entrepreneurial mindset

5

- Creating synergies across our creative arts, creative technologies and creative business disciplines

6

- Experimental creative practice together with rigorous scholarship

8

- Being passionate about the difference we can make

7

- The protection and safeguarding of our human, financial and physical resources for the benefit of our staff, students and the future of the organisation and its role in a vibrant and creative society

9



Panorama view from IADT's new Digital Media Building

Strategic Priorities to 2028



To support the realisation of our vision, we have developed six strategic priorities or pillars on which the implementation of our strategy is built. Each priority is of equal significance.

Education

We will provide excellent practice-led teaching and learning that encompasses a unique blend of programmes to equip our students and graduates with what they need now and in the future to actively contribute to society and the wider creative industries.



Sustainability

We will actively incorporate sustainable practice into daily campus life; in how we teach and learn, how we manage and inhabit our physical space, how we use our scarce resources. We will ensure our future sustainability as a leading academic institution.



Partnerships

We will broaden and deepen our connections and partnerships with academia, industry, our community and Government, playing an influencing role in the development of the creative, cultural and technological sectors for economic, social, personal and cultural benefit, regionally, nationally and in Europe.



Research

We will continuously develop and enhance our research capacity, delivery and overall research performance through impactful applied research, innovation and knowledge transfer, in order to have a positive impact on our economy and society, and contribute to the professional development of our academic and research communities.



International

We will expand our global reach through additional international partnerships and a focused effort on attracting international students and staff to our organisation and developing the necessary supporting infrastructure.



Transformation

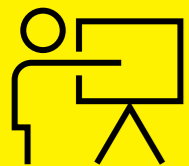
We will transform our organisation, our structures and operations, practices, models and culture in order to achieve our vision to become Ireland's university for the Creative Industries.



Each of these strategic priority areas includes a series of actions that will be undertaken over the life of this strategic plan. In total we will progress 53 discrete actions over the period of the strategy, with progress monitored and evaluated.

These actions have been drawn up to reflect the recommendations of our 2023 CINNTE review, our draft Performance Agreement with the HEA, and the commitments we have made under a series of funding proposals. They take account of and are aligned with relevant national and international policies.

We will provide excellent practice-led teaching and learning that encompasses a unique blend of programmes to equip our students and graduates with what they need now and in the future to actively contribute to society and the wider creative industries.



Priority 1: Education

●	1.1	We will develop and grow our programmes in line with our vision and mission, through developing new and innovative programmes to standards of national and international higher education excellence, providing undergraduate, postgraduate and professional level education (including micro-credentials), and foundational programmes that enhance access pathways to higher education.
●	1.2	We will develop a coherent programme policy to support programmatic development and review and rigorously apply this policy, in line with insights gleaned from our future programmes lab, when evaluating the currency of our Creative Industries programme offer.
●	1.3	We will broaden our education models and delivery channels to include enhanced flexibility and lifelong learning opportunities, in particular, technologically-enhanced, online, and hybrid options, and expand our capabilities as a provider of professional education through the provision of alternative degree models, short course micro-credentials and corporate training opportunities, for upskilling and reskilling.
●	1.4	We will introduce a common semesterised academic calendar and a common curriculum framework
●	1.5	We will enhance the internationalisation of our curricula, embracing and recognising other cultures and promoting diversity across all our programmes.
●	1.6	We will accelerate growth and activity in postgraduate taught programmes, including new programmes and the means for learners to accumulate credit towards postgraduate qualifications in a flexible way.
●	1.7	We will define our signature pedagogies and ensure they are reflected and embedded at the core of all our teaching and learning, programmes, and modes of delivery.
●	1.8	We will develop a whole-of-organisation approach to work-based learning and embed this across all programmes.
●	1.9	In collaboration with employers we will develop a number of work and study pathways that provide students with an opportunity to achieve their qualifications whilst in the workplace in addition to providing flexible opportunities for upskilling employees across the Creative Industries.
●	1.10	We will accelerate the growth of key nominated undergraduate programmes.

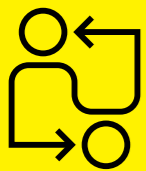
We will actively incorporate sustainable practice into daily campus life; in how we teach and learn, how we manage and inhabit our physical space, how we use our scarce resources. We will ensure our future sustainability as a leading academic institution.



Priority 2: Sustainability

●	2.1	Sustainability will remain a fundamental focus of the organisation and we will introduce a series of positive practical measures that will support us on our journey towards achieving a net zero campus.
●	2.2	We will embed climate action and awareness in all our teaching and learning ensuring all programmes are rooted in sustainable practices.
●	2.3	We will work with staff and other stakeholders to develop curricula that ensure students have agency and are empowered to become active global citizens.
●	2.4	We will ensure sustainable development is embedded in our approach to governance, leadership and operations, making sustainable practices a part of everyday life.
●	2.5	We will act in a way that assures, protects and secures our future as an established and efficient organisation, as we implement our vision to become Ireland's university for the Creative Industries.
●	2.6	We will grow our portfolio of funded projects to secure our organisational sustainability.
●	2.7	We will grow our student numbers and our funded research profile to ensure our financial sustainability.

We will broaden and deepen our connections and partnerships with academia, industry, our community and Government, playing an influencing role in the development of the creative, cultural and technological sectors for economic, social, personal and cultural benefit, regionally, nationally and in Europe.



Priority 3: Partnerships

●	3.1	We will create new partnerships with institutions, specialists and industry experts aligned with our vision to become Ireland's university for the Creative Industries.
●	3.2	We will consolidate and extend current partnerships locally, regionally, nationally and internationally to identify mutually beneficial opportunities in the context of our vision for the Creative Industries.
●	3.3	We will develop and leverage our alumni network in order to enhance our linkages with industry and create opportunities for future collaboration.
●	3.4	We will proactively engage with policy makers and other stakeholders contributing to the development of Ireland's Creative Industry landscape at societal, policy and economic level and we will encourage and invite active engagement and participation in our organisation.
●	3.5	We will strengthen our connections within the local community and with our regional and local authorities by actively supporting and participating in local and regional initiatives and events and inviting the community to engage with us and our campus.
●	3.6	We will seek opportunities to collaborate with other Irish higher education and further education institutions aligned to our vision.
●	3.7	We will deepen our involvement with other HEIs through existing partnerships such as the Creative Futures Academy and we will establish additional partnerships relevant to our Creative Industries ambition, including an Irish language satellite of the National Film School / FilmEU.
●	3.8	We will strengthen our relationships with the tertiary sector to co-develop and enhance pathways for new learners.
●	3.9	We will promote and encourage opportunities for our staff to participate in projects with local, regional, national and international industry experts in areas of academic excellence, particularly where they support our Creative Industries ambition.

We will continuously develop and enhance our research capacity, delivery and overall research performance through impactful applied research, innovation and knowledge transfer, in order to have a positive impact on our economy and society, and contribute to the professional development of our academic and research communities.



Priority 4: Research

●	4.1	We will identify research domains which the organisation will target for Creative Industries research.
●	4.2	We will continue to invest in our research infrastructure to build and sustain research communities, supporting and encouraging staff to develop and explore established and emerging forms of research practice.
●	4.3	We will continue to develop research partnerships and collaborations, locally, regionally, nationally and internationally, pursuing opportunities that enhance our reputation for research excellence in the Creative Industries.
●	4.4	We will continue to support start-up companies that reflect our Creative Industries priorities and we will facilitate and encourage their contribution to society and the economy.
●	4.5	We will review all research policies to ensure they remain relevant and reflect best practice and provide relevant training where appropriate.
●	4.6	We will identify priority areas across disciplines which align to the work of our future programmes lab, our co-located centre for creative practices and our research-informed Creative Industries hub.
●	4.7	We will work with industry partners, including those associated with our innovation centre, the Media Cube, or based in our region supported by a new online networking hub to deliver positive regional economic growth and enterprise engagement.
●	4.8	We will grow our post-graduate research offering up to and including PhD level (Level 10).

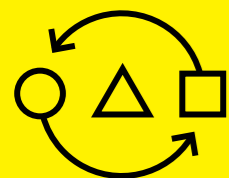
We will expand our global reach through additional international partnerships and a focused effort on attracting international students and staff to IADT and developing the necessary supporting infrastructure.



Priority 5: International

●	5.1	As a founding member of FilmEU, we will augment our position and reputation as a European University through our commitment to the development of the first European University focused on the Creative Industries.
●	5.2	We will continue to seek new international platforms and collaboration opportunities with higher education providers, aligned with Ireland's <i>Global Citizens 2030</i> strategy, to further enhance our international reputation for excellence in the Creative Industries.
●	5.3	We will seek to develop new partnerships with leading international Higher Education Institutions that align with our vision and commitment to the Creative Industries, in order to enable exchange of academics and students, and encourage collaborative research and education.
●	5.4	We will build on our strengths in international exchange opportunities and supports for students and staff across specific programmes, in order to develop our organisation as a destination of choice for international students and academics, with a view to increasing our international student intake.
●	5.5	We will apply for the International Education Mark (IEM), which ensures that learners are protected and receive a quality, consistent learning experience, and develop our internal structures and processes to support the advancement of our international goals.

We will transform our organisation, our structures and operations, practices, models and culture in order to achieve our vision to become Ireland’s university for the Creative Industries.



Priority 6: Transformation

●	6.1	We will transform our organisation to become Ireland’s first university for the Creative Industries.
●	6.2	We will consult with staff, students and the wider community to identify a new name and visual identity that reflects our vision and our distinctive position in Irish higher education.

●	6.3	We will grow our student base to 5,000 students over the next ten years.
●	6.4	We will radically review, refresh and restructure our current programme offering, renewing, reimagining, expanding or adjusting capacity and developing new programmes consistent with our vision and the needs of the creative economy.
●	6.5	We will ensure all our communications, including sub-brands and programmes, align under one umbrella to communicate our vision as Ireland’s university for the Creative Industries across all channels.
●	6.6	We will create a dynamic living and learning campus, creating a sustainable, rewarding and vibrant place in which to study and work.
●	6.7	We will transform our internal structures, processes, policies and ways of working to enable us to realise our creative universities vision.
●	6.8	We will develop a digital first campus to enhance flexibility, improve processes, reduce administrative burden and drive efficiencies for students and staff across the organisation.
●	6.9	We will undertake a whole of organisation review of the allocation of resources to support the implementation of our vision to be Ireland’s university for the Creative Industries, to increase efficiency and effectiveness and we will engage with staff to identify opportunities for continuous improvement and process efficiencies.
●	6.10	We will develop a co-located centre for creative practices that enables us to work more closely with industry partners, facilitates research and joint development and positions us as a centre of excellence.
●	6.11	We will develop a research-informed Creative Industries hub, to be a leading source of information, knowledge and data around the role and value of the creative industries, nationally and internationally.
●	6.12	We will develop a future programmes lab that creates models for the development of new programmes, academic practice and forms of delivery.
●	6.13	We will pursue models of research practice that enable full participation, and cultivate and embed a strong and active research community by supporting our staff to participate in research.
●	6.14	We will continue to ensure that the highest standards of governance, compliance and probity are always factored into our decision making.

Underpinning Fundamentals



Delivery of our strategic priorities will be enabled by four key transversal and underpinning fundamentals or enablers.

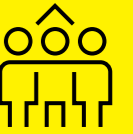
A: Student Experience

We will offer a transformative, fulfilling and positive experience to our students, supporting their development as unique and courageous global citizens.



B: People and Organisation

We will further develop a progressive and welcoming environment to enable us to recognise, attract and retain exceptional people while continuing to develop our team and their talents.



C: EDI and Belonging

We will ensure EDI is at the centre of how we manage our organisation, building on our existing practices to prioritise equality, diversity and inclusion.



D: Strategic Finance

We will build financial resilience and secure the financial basis for our future growth and development.



We will offer a transformative, fulfilling and positive experience to our students, supporting their development as unique and courageous global citizens.

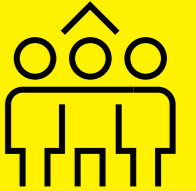
Fundamental A: Student Experience



●	A.1	We will continue to invest in our campus environment and physical space in order to optimise its potential as a living and learning campus and support our ESG, diversity, and healthy campus goals.
●	A.2	We will continue to demonstrate our commitment to sustainable practices across our campus environment through a series of planting, allotment, recycling, and circularity initiatives.
●	A.3	We will actively support opportunities arising from the national strategy on housing and student accommodation that will meet the needs of our students and improve access to accommodation.
●	A.4	We will continue to invest in equipment and technology to meet existing and future student and staff needs.
●	A.5	We will continue to enhance our campus facilities and services available to students outside of core teaching hours.
●	A.6	We will continue to build on our current approach to capturing the student voice through developing our engagement structures with the Students' Union in order to facilitate and enable their continued contribution to the development of the organisation.
●	A.7	We will continue to develop an on-campus programme of activities for our students, and partner with other organisations and societies to become a centre of creative engagement, entrepreneurship and opportunity.
●	A.8	We will proactively support and empower our student community in their commitment to volunteering, good-citizenship and climate action, and their pursuit of Green-Campus status.

We will further develop a progressive and welcoming environment to enable us to recognise, attract and retain exceptional people while continuing to develop our team and their talents.

Fundamental B: People and Organisation



●	B.1	We will prioritise the development of a suite of initiatives to attract, retain and develop staff who bring fresh insight and ideas and deliver excellence in teaching, learning and support to students.
●	B.2	We will put in place a structured framework for staff development and appraisal, investing in staff training and development and providing appropriate supports to enable staff to avail of training and development opportunities and pursue continuous professional development.
●	B.3	We will continue to support our staff to develop their own expertise, obtain advanced qualifications, grow their professional networks, contribute to public discourse and thinking and enhance their links with industry in pursuit of our Creative Industries vision.
●	B.4	We will invest in our management information systems to support enhanced data capture, records management, data analysis, monitoring and reporting.
●	B.5	We will continue to implement an annual Quality Action Plan to ensure continuous improvement.
●	B.6	We will review our suite of policies and procedures to ensure that they remain up-to-date and relevant, reflecting evolving working practices, and are appropriately communicated to staff and students in line with our communication plan.
●	B.7	We will develop a communication plan to provide a more structured approach to internal and external communication and feedback and to ensure transparency and the sharing of information and ideas.

We will ensure EDI is at the centre of how we manage our organisation, building on our existing practices to prioritise equality, diversity and inclusion.

Fundamental C: EDI and Belonging



●	C.1	We will continue to demonstrate our commitment to equality, diversity and inclusion (EDI) through the continuous provision and implementation of a range of EDI initiatives and programmes for our students and staff in line with our Athena Swan Bronze status. We will successfully renew our Bronze Award and prepare the foundations for Silver.
●	C.2	We will continue to implement the public sector equality and human rights duty, assessing, addressing and reporting in respect of the elimination of discrimination, the promotion of equality of opportunity, and the protection of the human rights of staff and students.
●	C.3	We will scope out the potential for future collaborative opportunities in the EDI space, for example with the dlr Age Friendly and Social Inclusion Unit and Integration Forum, with the intent of increasing community engagement with our campus and supporting intergenerational programmes and activities.
●	C.4	We will ensure that our commitment to EDI is reflected and embedded in all Institute policies and procedures and communications.
●	C.5	We will embed the principles and practice of EDI in our culture in order to ensure that all activities, actions and behaviours within our community are underpinned and guided by this ethos.
●	C.6	We will work with schools, FE partners and under-represented groups, to ensure that access to higher education is provided to diverse communities and to provide new pathways into higher education, ensuring that the creative industries represent Ireland's diverse population.

We will build financial resilience and secure the financial basis for our future growth and development.

Fundamental D: Strategic Finance



●	D.1	We will develop a strategic finance plan to support the diversification of our income base to enable us to realise our university vision and to secure the future financial viability of the organisation.
●	D.2	We will develop a strategic resourcing plan to ensure we can deliver on our Creative Industries vision as set out in this strategy.
●	D.3	We will initiate activities, policies and strategies that will allow us to explore alternative sources of financing, such as philanthropy and alumni relations.
●	D.4	We will explore alternative funding sources in order to finance and realise future capital investments necessary to achieve and sustain our long-term vision.



Emma Balfe
Dignity + Respect Officer



Implementation and Progress Reporting

The Strategic Plan will be supported by a robust implementation framework which will enable regular monitoring and reporting over the life of the strategy. The Strategy will build upon, align with, and complement, commitments made to the HEA and other stakeholders, across IADT's current transformation initiatives and cases for strategic investment, in respect of key matters including research and innovation, our evolving campus and buildings, and governance and organisation.

In order to realise the strategic priorities set out in this Strategic Plan, the IADT Executive will each year develop an implementation plan, communicated to the Governing Body.

Progress on the priorities in this Strategic Plan will be reviewed and monitored on a regular scheduled basis over the course of the period to 2028 by the IADT Executive with periodic reporting to the Governing Body (including a mid-point review).

These reports and plans will be driven by this Strategic Plan and our Strategic Performance Framework agreement with the HEA. They will as applicable set out or report upon key actions in respect of each specific year. Each action will be assigned an owner and to a sponsor at IADT Executive level, supported by cross-functional working groups and project teams as appropriate. Timelines and key performance indicators will further enable us to measure success.

In order for the vision set out in this Strategic Plan to be realised, the commitment, collaboration and engagement of all Executive members, managers and staff across IADT will be required.



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Staff and students of IADT
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 Mazars

Arts University Bournemouth
 Ballyfermot College of Further Education
 Blackrock Further Education Institute
 Bray Institute of Further Education
 Cartoon Saloon
 City of Dublin Education and Training Board
 Creative Futures Academy
 Department of Culture, Heritage and the Gaeltacht
 Department of Enterprise, Trade and Innovation
 Design and Crafts Council of Ireland
 Dublin and Dún Laoghaire Education and Training Board
 Dublin Regional Skills Forum
 Dún Laoghaire Further Education Institute
 Dún Laoghaire-Rathdown County Council
 Eisner Amper
 FilmEU: European University for Film and Media Arts
 Fónua Ltd
 George Brown College
 Immersive Skillnet
 Irish Academy of Public Relations
 Irish Business and Employers' Confederation
 Irish Knowledge Transfer Association
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