

Implementation Plan

Institute of Art, Design and Technology, Dun Laoghaire (IADT)



March 2024

This document is the Implementation Plan relating to the CINNTE Review Report 2023, which outlines how the Institute of Art, Design and Technology (IADT) intends to address the recommendations made by the Review Team in the report and identifies specific actions which have been and will be undertaken to fulfil the recommendations.

	Recommendation¹	Commentary²	Planned Actions³	Planned Completion Date⁴
1	The review team recommends that, given the key role played by the Students' Union as a 'bridge' between the students and the institution, IADT consider how it might better engage its Students' Union in future institutional reviews and strategic planning.	A number of actions have already been implemented and further are planned during 2024, to ensure Students' Union is involved in the development and aligned with the achievement of the IADT Strategic Plan 2024 – 2029. The annual Quality Action Plan (see Recommendation 9 below) will have strong engagement with the Students' Union in institutional reviews and quality-related tasks as a key area of focus.	1.1 Engagement with SU on development and agreement of the IADT Strategic Plan. 1.2 Strategic planning day between SU and Student Experience, to review Strategic Plan and agree shared actions over coming academic year. 1.3 Establish regular meetings between SU and Estates to develop a transparent, student-centred and inclusive approach to event management, buildings and operations. 1.4 Support SU representation across Institute committees. Incentivise student body representation (see Recommendation 9 below). 1.5 Hold informal engagements between senior management, SU and student body representatives to improve communications and generate greater involvement and 'stakeholder insights' to inform strategic planning and operations.	January 2024 - Complete June 2024 May 2024 and 3 times per year September 2024 and January 2025 May and September 2024

¹ A number of recommendations may be combined where they are addressed by a common action.

² Provide an overview of the institution's plans to address the recommendation.

³ Add or remove rows as appropriate.

⁴ This should be no later than 12 months following the publication of the review report.

	Recommendation	Commentary	Planned Actions	Planned Completion Date
2	<p>The review team recommends that IADT complete the development of a schedule for review of policies and procedures. As part of this review, policies and procedures should first be systemised in a way that supports easy conformation and practice, and then checked for completeness, consistency, and alignment. This can be a particularly complex task for a smaller institution. However, the recently developed Policy and Procedure tracker list, as referenced in the ISER, should provide a more efficient means of monitoring, alerting and tracking.</p>	<p>As part of its plans for organisational reform and development, IADT has sought additional resources which would allow for further staff capacity to be dedicated to the review of the Institute's policies and procedures (P+P). This forms part of a proposal (currently under review) which also encompasses aspects of governance, processes, and system integration, as referenced elsewhere in this implementation plan. In the interim, a number of actions are underway to advance work on the management of policies and procedures at IADT.</p>	<p>2.1 Finalise and operationalise the 'tracker' of Policies and Procedures relating to Quality.</p> <p>2.2 Review all Quality P+Ps and create a schedule of updates, prioritising all P+P impacted by semesterisation.</p> <p>2.3 Review all IADT's P+P for completeness, consistency and alignment and develop a schedule for updating of existing and development of new P+P.</p>	<p>January 2024 - Complete</p> <p>July 2024</p> <p>December 2024</p>

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3	<p>The review team recommends that IADT put in place a system for the synthesis of the annual programme board reports at department/faculty level so as to provide both faculty and Academic Council with a higher level and strategic view of issues arising and being addressed. In turn, feedback from the Academic Council to programme boards would be useful. This work should be supported through training for Programme Chairs and student representatives on programme boards.</p>	<p>A plan is in place to address deficiencies identified in the Programme Board Annual Reporting (PBAR) process. These changes will facilitate a robust PBAR system with efficient feedback and monitoring in place.</p>	<p>3.1 Revise PBAR submission and presentation schedule to Academic Council, to facilitate inclusion of complete data sets regarding programmes and presentation by Department.</p> <p>3.2 Develop an Annual Summary Report by Department to Academic Council, which provides an overview of all programmes within the Department. Incorporate a feedback loop mechanism for monitoring the completion of issues/items raised.</p> <p>3.3 Review and revise PBAR templates, Terms of Reference and procedures documents and provide training for Programme Chairs and Student Representatives.</p>	<p>January 2024 - Complete</p> <p>December 2024</p> <p>December 2024</p>

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4	<p>The review team recommends that IADT establish a more structured framework for staff development, appraisal and workload allocation. While cognisant of current contractual arrangements, the review team recommends IADT to consider how staff engagement in research and collaboration with industry and other external stakeholders might be further enhanced and more effectively recognised.</p>	<p>At a sectoral level, there are ongoing discussions around the opportunity to advance the OECD report on academic contracts and related matters. In the interim, IADT has put in place and planned a number of initiatives regarding staff development and workload allocation.</p>	<p>4.1 Facilitation and training for academic staff to update their research profiles on PURE in order to be able to access research funding opportunities.</p> <p>4.2 Explore the implementation of technology platforms to streamline academic staff workload allocation processes.</p> <p>4.3 Explore online technologies to support staff creating their own professional development plan, via N-TUTOR project.</p> <p>4.4 Establish informal fora to support engagement with Academic and PMASS Staff to enhance collaboration and engagement on research, workload allocation and related matters. (see Recommendation 11)</p> <p>4.5 Implement a semesterised Academic Calendar (see Recommendation 13) to enhance and improve workload allocation for staff and students and to provide enhanced opportunities for research collaboration and engagement with partners and peer institutions.</p>	<p>May 2024</p> <p>December 2024</p> <p>June 2024</p> <p>December 2023 – Complete</p> <p>September 2024</p>

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			<p>4.6 Explore the implementation of President's Award for staff to acknowledge and value service contributions of staff.</p>	December 2024
			<p>4.7 Work with academic unions through Academic Futures TUI/IADT Forum to support an agreed abatement of hours for those working on Research projects.</p>	October 2024
			<p>4.8 Develop policy to support staff who are practice-based and don't wish to pursue research track, but would like to engage and collaborate with industry and other external stakeholders.</p>	December 2024

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5	<p>The review team recommends that IADT enhance its system for internal and external communication and feedback, so as to ensure a more systemic approach. This should include the development and implementation of a plan to improve awareness of policies and procedures and of support services available to students, including those offered by services such as Student Experience and Library.</p> <p>Information relevant to students which is presented on the main IADT website and other institution websites should be reviewed to ensure that it is easy to navigate, streamlined and targeted appropriately. The review team further recommends that IADT put the necessary training in place for staff to increase awareness and enhance consistency of implementation and experience for both current and prospective students. Informal communication methods, though effective, do need to have a formal counterpart to guarantee the sustainability of the existing quality culture, particularly if IADT adheres to its ambition to grow in the future.</p>	<p>IADT is cognisant that as the Institute grows over the coming years, its internal and external communication mechanisms and channels require more attention and development. While advancements have been made such as the implementation of the staff intranet in 2023, other actions are required with regard to information dissemination and communications. Engaging content, including videos, infographics and FAQS will be developed for the IADT website and the Orchard to inform student and staff about the resources available to them and drive usage of the Orchard by staff.</p>	<p>5.1 'The Orchard', IADT's intranet platform was launched in 2023.</p> <p>5.2 Implement a short training course, explaining the functionality and features of the Orchard, enhancing awareness and driving its usage.</p> <p>5.3 HR and EDI will conduct a comprehensive awareness campaign to inform students, faculty and staff about services and resources available to them, as well as IADT's policies and procedures.</p>	<p>May 2023 - complete</p> <p>December 2024</p> <p>December 2024</p>

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6	<p>The review team strongly recommends that IADT review and invest in its management information systems with a view to achieving and implementing a system that better captures, records, monitors and analyses data in a secure and reliable manner. This is particularly important if IADT continues in its aim to grow. In that context, an effective management information system is key to strategic decision making. Improved use of data and management information will help to expose issues, drive improvement and inform decision making.</p>	<p>IADT is very cognisant of the need to review and invest in its management information systems. A number of actions are currently underway, including a review and re-engineering of a range of business processes and the use of data across the Institute. Priority processes will be reviewed and an implementation project will follow, which will include the appointment of a fixed-term role with a focus on MIS optimisation and interoperability. A number of NTUTORR projects are currently underway which will identify and implement short-term improvements and develop staff capabilities with regard to management information systems.</p>	<p>6.1 Appoint experts for review of business processes and data (including systems), carry out review and receive final report.</p> <p>6.2 Identify and pilot short-term process improvements and develop staff knowledge and skills to enhance and expand their current capability.</p> <p>6.3 Adopt meaningful, unified approach to progress monitoring via performance indicators linked to IADT Strategic Plan and Performance Agreement with the HEA (see Recommendation 12 below).</p>	June 2024 Throughout 2024 June 2024

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7	The review team recommends that IADT further enhance its external communications through the development of a formal alumni network. This would be beneficial through highlighting student success stories, generating useful data, promoting various career pathways, and also encouraging collaboration between current students and alumni. Looking externally, alumni could be ambassadors for the institution.	IADT is proud of the accomplishments of its alumni in many fields including Art, Film, Design and Business. The Institute anticipates that – subject to funding – it will be in a position to establish a post of Alumni Engagement Officer in 2024 and establish systems for communicating and engaging with our alumni for the benefit of alumni and the Institute.	<p>7.1 Recruitment of Alumni Engagement Officer.</p> <p>7.2 Establish alumni engagement plan.</p>	December 2024 June 2025

	Recommendation	Commentary	Planned Actions	Planned Completion Date
8	The review team recommends that IADT deepen its engagement with external stakeholders in regard to the development of its new strategy. This will better inform strategic decisions and choices across all areas of IADT's endeavour. Given IADT's status as a Designated Awarding Body (DAB), it should explore the possibilities which this may present to accredit linked or collaborative partnerships.	On behalf of IADT, Mazar's engaged in extensive consultation with over 70 engagements with a wide range of key external stakeholders to inform the development of IADT's Strategic Plan 2024 – 2029, including industry focus groups, local authority, Government departments, HEs, ETBs etc. This consultation has greatly enhanced and strengthened our new strategy. IADT's DAB status is actively under consideration at the Institute and links and partnerships of strategic interest are being explored. IADT is working with Maynooth University to agree a Memorandum of Agreement regarding the implementation of Level 10 programmes at IADT.	<p>8.1 Consultation with wide range of key external stakeholders to inform development of IADT Strategic Plan 2024–2029.</p> <p>8.2 Agreement of an MOA with Maynooth University regarding delivery of Level 10 programmes at IADT.</p> <p>8.3 A review of IADT's current partnerships in light of our changed status as a DAB will be undertaken.</p>	October 2023 - Complete September 2024 December 2024

	Recommendation	Commentary	Planned Actions	Planned Completion Date
9	The review team recommends that IADT develop and implement an annual Quality Action Plan with clear deliverables which, in the first instance, can be mapped to the recommendations of this review. The annual Quality Action Plan should be cascaded down through the management structures and governance structures so that Quality Action Plans are developed for faculties, departments, central services units, and institution committees, including those of the Academic Council.	An annual Quality Action Plan (QAP) will be developed and agreed across the Institute. The first iteration will map to the recommendations which emanated from the CINNTE Institutional Review 2023 and the QAP will evolve from there. The plan will incorporate planning for annual and periodic activities such as Academic Council and sub-committee schedules; internal reviews, programmatic reviews / validations; external accreditations, P+P review etc.	<p>9.1 Develop Quality Action Plan for IADT and have it approved by Academic Council. QAP will include a plan for dissemination of information and updates regarding the plan and ownership for QAP actions are distributed to governance structures, faculties and departments and central services units.</p> <p>9.2 Implement, monitor progress and report on implementation of Quality Action Plan.</p> <p>9.3 Commence Quality Action Plan for subsequent academic year.</p>	June 2024 Implement during AY 2024/25 Monitor and report: December 2024 and June 2025 Q1 2025

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10	The review team recommends to IADT that it review all research policies. This is particularly important given IADT's stated ambition to grow its research activity and outputs. Implementation of current and future policies and procedures should be supported by training for research supervisors.	A review of all research policies is planned by IADT's Research Office, to support growth in research activity and outputs. An action plan for training of research supervisors is under development.	10.1 Research policies reviewed. 10.2 Gap analysis and research policies updated. 10.3 Action plan for research supervision approved.	November 2024 February 2025 March 2025

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11	<p>The review team recommends that IADT ensure that the provision of the current lecturing contract in relation to supervision of research students is implemented consistently. This will not only safeguard quality supervision arrangements for research students, but it will also provide the staff involved with the opportunity to progress the institution's research agenda further. While acknowledging the challenges entailed in sourcing funding externally to buy out staff time, the review team finds that the academic calendar and workload allowances for supervisors of research students are matters which IADT can address in the shorter term. It will mean that strategic choices will have to be made in a broader institutional context, including in relation to undergraduate programmes.</p>	<p>The Institute has instigated an Academic Futures Forum (TUI/IADT Forum) to carry out a concentrated period of work in respect of academic workload. Topics under discussion include research, the academic calendar and workload allowances for supervision of research students. Thus far, a number of actions have been developed and agreed and this work will ultimately intersect with the further development of postgraduate research programmes at IADT. To complement this engagement a parallel forum – the Future Advisory Pathways Group – comprising PMASS and selected Academic staff has been established to provide stakeholder insight on similarly 'mission critical' matters.</p>	<p>11.1 Engage in workload discussions with Academic Futures Forum.</p> <p>11.2 Reach agreement re: Supervision of Research Students.</p> <p>11.3 Develop Academic Calendar in the context of workload and supervision.</p> <p>11.4 Implement Workload Allowances for supervision of research students.</p>	<p>September – November 2023 - Complete</p> <p>April 2024</p> <p>April 2024</p> <p>September 2024</p>

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12	The review team recommends that IADT apply the learnings of the previous strategic plan to realise a strategy which is implementable, and which informs and drives strategic decision making. The review team further recommends that, following development and approval of its new strategy, IADT implement a strategic planning function closely linked to resourcing and develop clear prioritised plans to implement the new strategy. As part of the implementation of the strategy, there should be a whole-of-institution review of allocation of resources and a more proactive, strategic, structured and evidence-based approach to increase efficiency and effectiveness, particularly in the areas of programme development, academic planning, and national and international student recruitment strategy.	IADT has almost concluded development of its Strategic Plan 2024 – 2029. The strategy sets out a Vision for the Institute to become Ireland's university for the creative industries. The strategy's KPIs will be aligned with IADT's Performance Agreement with the HEA, which will be adopted later this year. A President's Office will be established, to oversee implementation of the Institute's Strategy, Performance Agreement with the HEA and other related strategic initiatives. A resource review is planned for later in 2024 and a future programmes unit will be established to lead medium-term identification of opportunities and new strategic directions for the Institute.	12.1 Publish IADT Strategic Plan 2024 – 2029. 12.2 Establish President's Office. 12.3 Conduct process and data review. 12.4 Whole-of-Institute resource review completed. 12.5 Future Programmes Unit will be established.	April 2024 September 2024 June 2024 December 2024 October 2024

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13	<p>The review team recommends that IADT implement a unified semesterised academic calendar and common curriculum framework in the interests of increasing its efficiency and effectiveness and thus progress its stated strategic goals and objectives, including those pertaining to research, industry engagement, staff development, student number growth, and Internationalisation. This should be done in consultation with all key stakeholders – students, staff and external. The common curriculum framework should be fit for purpose, aligned with IADT's strategic plan and academic strategy, and supportive of interdisciplinarity and collaboration between departments, faculties and programmes.</p>	<p>In February 2024, Executive and Academic Council approved recommendations of a report submitted by the Semesterisation Task Force to semesterise programme delivery at IADT. During the Institute's last programmatic review cycle of undergraduate programmes, a common framework was applied across most programmes, so modules are 'semester-ready'. A small number of programmes need to be amended and revalidated to make them semester-ready.</p> <p>The Institute has agreed to take a 3-phase approach to implementing semesterisation, with fully semesterised programme delivery in place for academic year 2025/26.</p>	<p>13.1 Approval of plan to semesterise of programme delivery at IADT by Executive and Academic Council.</p> <p>13.2 Phase 1 – All undergraduate programmes will be semesterised. A small number of programmes need to be redesigned into a semesterised format and revalidated.</p> <p>13.3 Phase 2 – The Institute will follow a semesterised academic calendar with two distinct semesters. Modules taught in semester 1 will be completed, assessed and go to internal exam meetings in January. Semester 2 modules will be taught between late January and April, with results from Semester 2 being presented at internal exam collation meetings. All results will be approved at the summer exam boards in 2024/25.</p> <p>13.4 Phase 3 – Semesterisation will be fully implemented with three stand-alone exam boards taking place during the academic year; in January (semester 1 Exam Board), May (Semester 2 Exam Board) and autumn (repeat Exam Board).</p>	<p>February 2024 – Complete</p> <p>Academic year 2023/24</p> <p>Academic year 2024/25</p> <p>Academic 2025/26</p>

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14	The review team recommends that IADT undertake a review of the work-placement/work-based learning component of its curriculum. If this is to be a central feature of IADT's curriculum going forward, consultation with industry partners should be deepened. A whole of institution approach should be taken to ensuring a consistent approach in practice, including preparation for placement and learner supports, placement handbooks included.	Work-placement and work-based learning is a central component of IADT's curriculum. IADT is considering the implementation of a Student Placement Service within the Institute, which will have oversight of work-placement and work-based learning across both faculties and will develop an Institute plan for work-placement.	14.1 Confirmation of work placement in all undergraduate programmes. 14.2 Decision on creation of Student Placement Service. 14.3 Creation and approval of a policy framework to support 14.1 in light of the decision made in 14.2.	June 2024 Dec 2024 April 2025

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15	The review team recommends that IADT review its RPL policy and procedure to ensure a consistent approach across the institution. In particular, the focus should be on supporting applicants to document their prior learning and to map it to learning outcomes of modules and programmes as appropriate to the application. The work of the national RPL in Higher Education project, of which IADT is a member, should inform the revised policy and procedure.	Through support from the HEA and engagement in the HCI Funded National RPL programme, IADT has undertaken substantial work in the area of Recognition of Prior Learning over recent months. A revised RPL policy was approved in 2023 and we are working on the development of a toolkit to support applicants to document their prior learning. Plans for training of staff to support applicants in this regard and to reinforce consistency in the assessment of RPL applications are in train.	15.1 Revised RPL Policy approved by Academic Council and published. 15.2 Adopt National RPL Project Toolkit for Providing Guidance to RPL applicants. 15.3 Conduct audit of RPL requirements from academic staff. 15.4 Provide training to academic staff to reinforce consistency within Departments regarding RPL assessment procedures.	December 2023 - Complete April 2024 May 2024 May 2024