

Strategic Plan

2019–2023

Better futures created together



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Chair's Foreword



I am delighted to introduce you to IADT's Strategic Plan for the period 2019-2023. This plan is an exciting and ambitious one and has been developed with input from a range of internal and external stakeholders. On behalf of the Governing Body, I would like to thank and acknowledge all those who contributed to its development and completion.

This Strategic Plan sets out our vision for the future, positioning IADT uniquely within Irish higher education, producing creative, entrepreneurial and technologically astute graduates.

Continued engagement with industry, with government agencies and with our stakeholders will be key to the success of this Strategic Plan.

I acknowledge the outstanding contribution of our staff and the achievements of our students and graduates, who continue to be pivotal to IADT's future.

The members of IADT's Governing Body join me in recognising the importance of this plan to the continued growth and development of IADT. We look forward to the future supported by a strategic plan that prepares us for continued success, and we face the future with confidence.

Chair
David Holohan

President's Introduction



Welcome to IADT's Strategic Plan 2019 to 2023. A strategic plan is an opportunity to set out our vision and our Institute goals and priorities for the next stage of our development. Our Strategic Plan to 2023 sets out a unique vision for our Institute. This vision has its foundations in our ethos and our distinctive focus on the creative, cultural and technological (CCT) sector. This is one of the key differentiators of IADT from the other Higher Education Institutions in Ireland. In an era of an ever changing higher education landscape, IADT is clear on its position as the leading Irish specialist higher education institution for the creative, cultural and technological sectors. We value and celebrate our unique position within the Irish higher education landscape. We want to position IADT as a leading provider of higher education with a strong reputation and profile across our disciplines regionally, nationally and internationally.

Our ambition, as always, is to produce excellent graduates who are highly valued, who live and work as true global citizens, actively contributing to the development of their industries and wider society, and who remain connected to IADT. We continue to develop new thinking and new creative practices.

A new and important focus for us in this strategic plan will be to expand the regional, national and international reach and potential of specific discipline areas with a view to developing and growing these areas. We will also place an increased focus on internationalisation, research, online and flexible learning.

We recognise the importance of strategic partnerships and alliances in Ireland at a regional and national level, and internationally.

Our strategic plan places an emphasis on growing these formal partnerships, collaborative projects and research. Our relationship with industry and our community is strong and we continue to focus on further development of this in this strategy.

We are committed to growing and further developing an Institute culture that embodies our core values and ethos, is recognised and embraced by students and staff, and that permeates all of our behaviours and interactions within our Institute community.

Equality and fairness are fundamental and core to the Institute. We provide equal opportunities to our students and staff. We celebrate diversity and difference and seek to provide an inclusive environment that is respectful of others and free from discrimination and harassment. We are committed to positive actions to address any imbalances.

I would like to acknowledge all those involved in shaping and developing this plan. I look forward to the next phase of IADT's development as a unique and specialist Institute of Art, Design and Technology, with an ambitious and clearly articulated vision for our future.

President
Dr Annie Doona

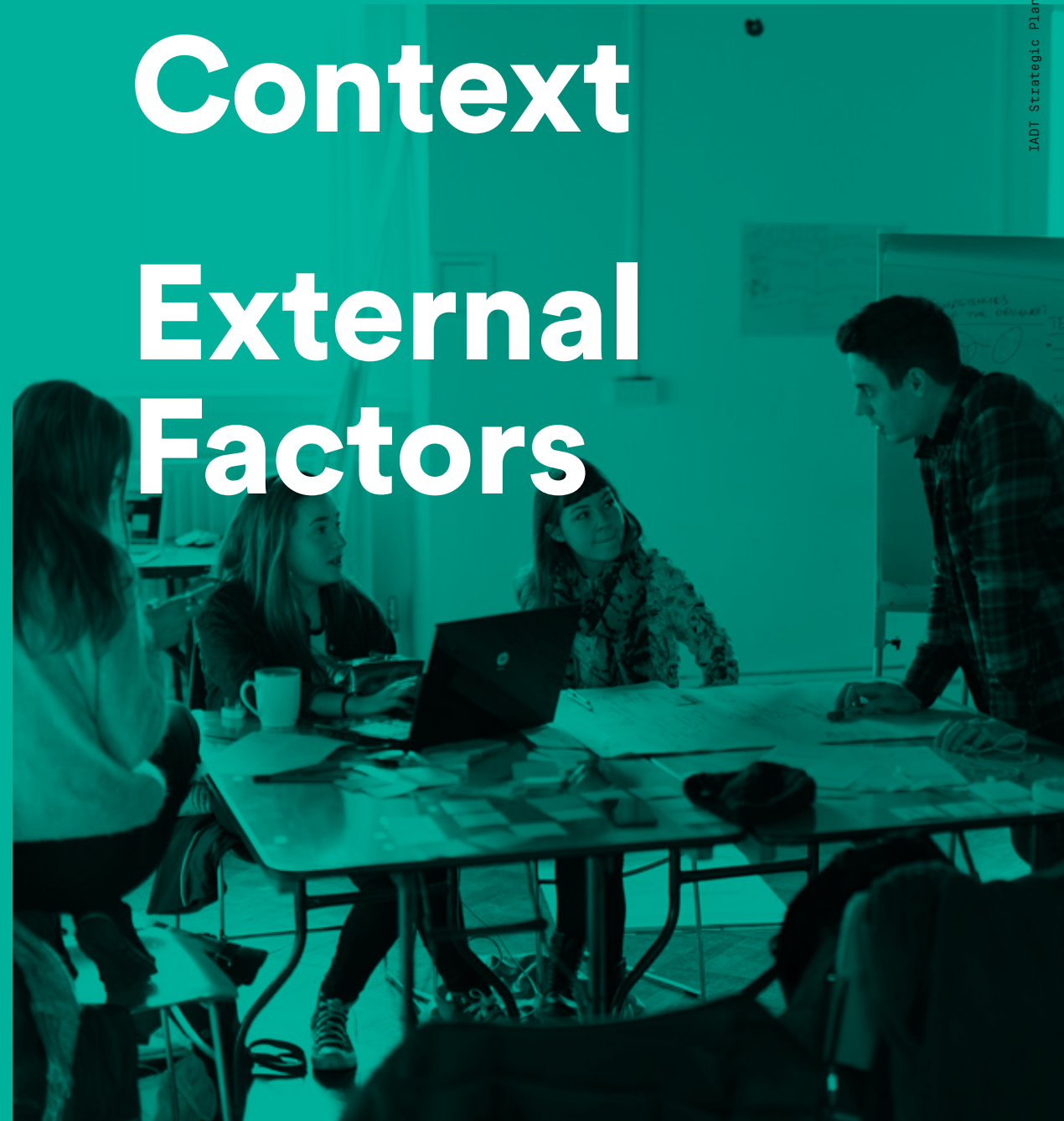


Section One

Context

External

Factors





Context

IADT is Ireland's only Institute of Art, Design and Technology with a specific focus on the creative, cultural and technological sectors.

IADT has its roots in art and design and has grown from the first art foundation course in Ireland in the 1960s to the Dún Laoghaire College of Art and Design in the 1980s and Dún Laoghaire Institute of Art, Design and Technology in 1997.

The vision for IADT has always been to be an institution that would stand strong on the established foundation and reputation of its art, design and media courses, while embracing the disciplines of humanities, technology, applied psychology and entrepreneurial business. The Institute has flourished over the 20 years since its establishment and is now recognised as Ireland's leading creative, cultural and technological institute, with excellent graduates across a range of disciplines including animation, film, art, design, humanities, technology, applied psychology and entrepreneurial business.

This strategic plan has been developed during a period of considerable change in higher education. As a result the environment in which IADT will operate over the next five years will differ considerably from that in which it has historically operated. While such change will pose challenges for our Institute, it also provides considerable opportunities to further develop and grow. We will continue to pursue our distinctive focus on the creative, cultural and technological sector.

The passing of the Technological Universities Act 2018 and the subsequent establishment of the first Technological University on the 1st of January 2019 presents a fundamentally different landscape for all Higher Education Institutes (HEIs), but particularly for those operating in the Institute of Technology sector. The Dublin region, which previously comprised of four Institutes of Technology, will be changed with the recent establishment of the Technological University Dublin. This presents a different operating environment for IADT, and presents opportunities as Dublin's only Institute of Technology.



External Factors

IADT is cognisant of and will respond to a number of other external factors including:

The ongoing development of policy and strategies at national level that continue to transform the higher education sector and broader society as a whole.

Uncertainty on funding and a lack of a clear policy on fees in higher education.

The varying needs of a diverse cohort of students who may be at different stages of their lives and educational journeys, and who require differing levels of support.

The changing profile of student applications.

Increased competition from other HEIs nationally and internationally.

The introduction of initiatives such as the Athena Swan Charter, and other external developments including GDPR and Brexit, that set new standards and expectations for HEIs.

Changing industry norms, practices and ways of working, that shape and determine the knowledge and skills required by new graduates as they enter the world of work.

Increasing demands on our staff to keep their knowledge and skills up to date. For academic staff, this includes the need to engage in both continuous professional development and industry-based groups and projects in order to continually enhance their models of teaching, learning and delivery. In addition, our professional, management and support staff are faced with the constant need to upskill and develop their knowledge in order to respond to changes in our operating environment and embrace new ways of working.

Further advancements in digital technology that enable the delivery of high quality teaching and learning across geographical borders and boundaries through online and flexible delivery options that encourage participation in education from a broad cohort of students.

Continuing constraints on public finances and funding available to HEIs, particularly for capital development, and the inability of Institutes of Technology to borrow.

Engaging with community, enterprise, industry and education providers regionally, nationally and internationally to deliver a more cohesive offering to all stakeholders and play a key role in developing the creative, cultural and technological sectors.

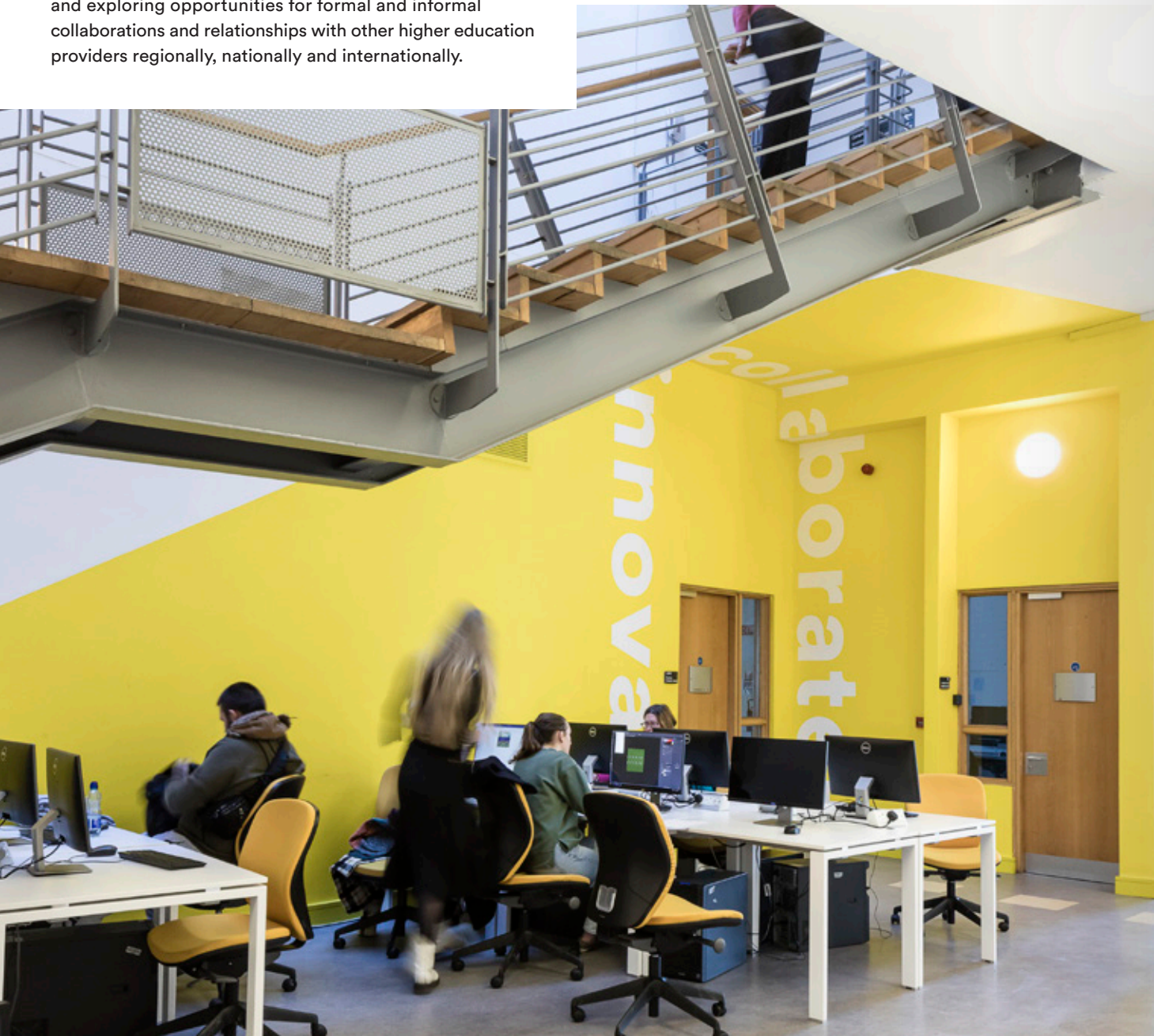
The internationalisation of higher education and increased levels of student and staff mobility.



Section One

The external factors previously outlined present challenges to IADT as we enter into a new and unknown landscape. However, they also provide a myriad of opportunities. We have given considerable thought to our position in the context of this significantly altered and altering landscape. We intend to remain an autonomous college – either as a stand-alone Higher Education Institute or, in time and only where it supports the realisation of our strategic ambitions, we may consider future opportunities that privilege our autonomy, maintain our integrity and advance our brand. We are very cognisant of our position in the Irish higher education landscape, maintaining and developing partnership agreements which support the implementation of this strategic plan, our academic model of regional, national and international excellence in specific programmes and exploring opportunities for formal and informal collaborations and relationships with other higher education providers regionally, nationally and internationally.

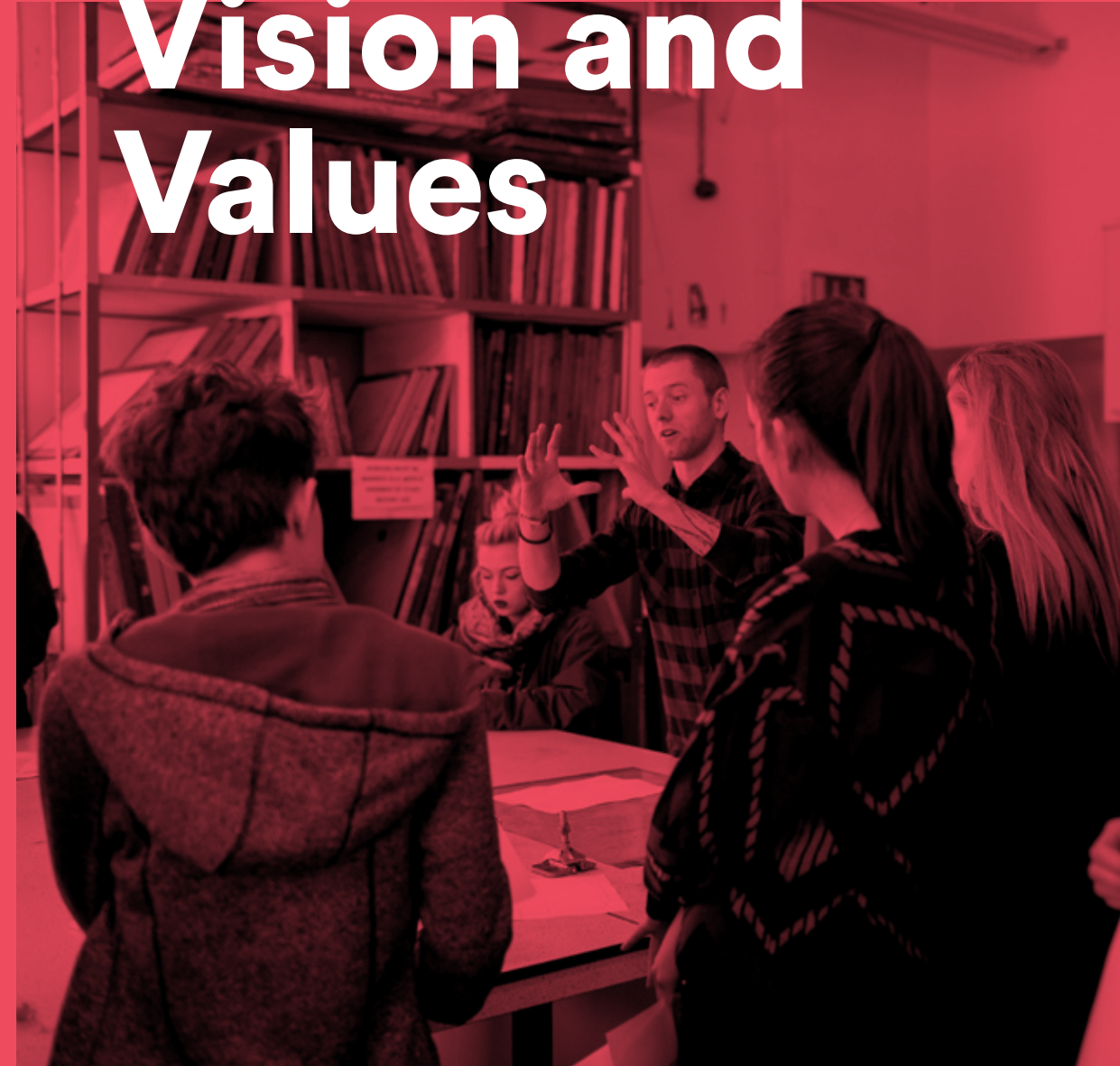
As the only Institute of Technology in the Dublin region, IADT will adapt so that we can continue to develop and lead in this changing environment. We welcome this new challenge. The priorities and objectives set out in this strategic plan have been developed to enable our Institute to advance in this new environment. In particular this strategy introduces a new academic model that will enable us to develop, deliver programmes and establish partnerships regionally, nationally and internationally. This model will be developed and refined over the life of this strategic plan, and will be used to support programme development, to target growth, to guide research priorities and to enhance the Institute's profile, brand and reputation within regional, national and international territories.



Section Two

Our Progress

Vision and Values



The previous Strategic Plan (2014-2018) set out ambitious targets for the Institute, and we have been successful in achieving our strategic priorities during this period. Some of the Institute's key successes over the past five years are outlined in this section.

Our Progress



- Enhanced our profile through the recognition of our Institute and the work of our students, staff members and graduates in high profile international awards and events.
- Participated in the European Access Networks Jubilee Conference and developed a number of access initiatives to support mature students, students with disabilities and those from disadvantaged backgrounds in accessing higher education.
- Provided a key contribution to national strategy and policy, including active participation on the National Design Forum.
- Identified as one of the Top 10 animation schools in Europe.
- Developed an Academic Plan for IADT and reviewed and enhanced our portfolio of programmes.
- Achieved funding for a new Digital Media Building on campus.
- Significantly increased work-placement and internship opportunities for students across our programmes, and incorporated employability and professional practice modules into all programmes to enhance entrepreneurship skills of students, including active participation in Enactus.
- Refurbished and modernised our campus, including our library and Atrium building.
- Enhanced student access to state of the art facilities and equipment through external partnerships and agreements.
- Created synergies across faculties to support cross-faculty and interdisciplinary working.
- Increased our research profile, research funding and activity among staff.
- Developed a number of initiatives to improve student retention rates, including the introduction of a new Induction Programme - First Year Matters.
- Actively participated in cross-institutional collaboration through regional clusters, including the Dublin Leinster Pillar 1 Cluster and the Dublin Regional Innovation Consortium.



- Strengthened our relationships with the Further Education and Training sector and developed Memoranda of Understanding [MoUs] with a number of FE Colleges.
- Established formal partnerships with international HEIs and further developed our Erasmus Programme.
- Participated in Springboard and labour market activation initiative.
- Strengthened our engagement with industry and developed both accredited and non-accredited industry specific programmes in conjunction with a number of partner organisations.
- Strengthened engagement with our community through student and staff participation in community initiatives and mentoring programmes.
- Invested in staff development and supported continuous professional development [CPD].
- Introduced a number of equality and diversity initiatives and joined the Athena Swan Charter.
- Introduced initiatives aimed at supporting a balanced lifestyle and good physical and mental health amongst our students and staff.
- Established a marketing function and implemented a number of initiatives to successfully enhance the IADT brand.
- Strengthened the reputation of the National Film School [NFS] through development of external partnerships with film and broadcasting organisations, establishment of agreements with international film schools, and use of high profile members of the film industry in delivering the NFS lecture series.
- Redeveloped the IADT website.
- Enhanced our focus on energy efficiency and sustainability across the Institute.



We have again been ambitious in developing our new strategic plan, recognising that we must challenge ourselves to excel in our new operating environment. The following sections introduce our Vision, Values and Strategic Priorities for the period 2019 to 2023.



Vision IADT is a leader in higher education with a specialist focus on the development of future makers and shapers, technologists, thinkers, storytellers and creators who lead and innovate in a changing digital world.



Values

Our work in IADT is underpinned by a set of core values:

Valuing Our Students

Educating our students and enabling them to achieve their potential is fundamental to the purpose of our Institute and is at the heart of what we do. We value the creativity, innovation and entrepreneurship they bring and the contribution they make to shaping the future of IADT, our disciplines, and society as a whole.

Excellence

A culture of excellence is central to everything we do. We seek opportunities to advance and evolve our Institute and disciplines, and enhance the value we bring to students, staff and stakeholders.

A Supportive Environment

We seek to create a safe and supportive Institute that promotes well-being and positivity, enabling students and staff to reach their potential and achieve their educational and career goals.

Valuing Our Staff

We value our staff. We value their continuous contribution to the academic excellence, operations and development of our Institute, and the role they play in cultivating a positive student experience.

Academic Freedom

Freedom of thought, expression and inquiry are integral and essential to our community. We value the insightful views and opinions of our academic staff and their balanced and expert contributions to teaching, learning and research.

Equity and Diversity

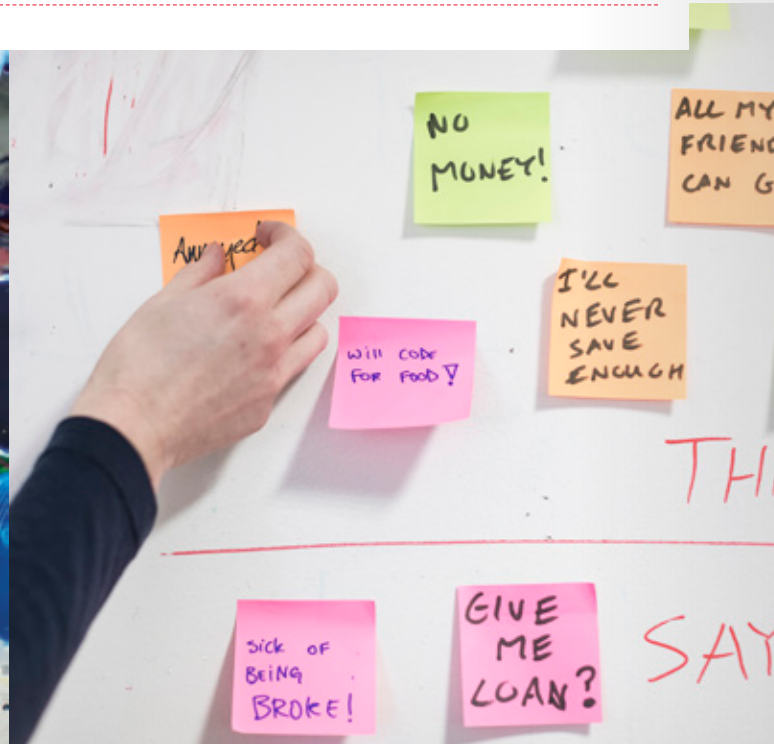
Equity and fairness are fundamental and core to the Institute. We provide equal opportunities to our students and staff. We embrace and celebrate diversity and promote an inclusive environment that is respectful of others and free from discrimination and harassment. We are committed to positive action initiatives to address imbalances.

Social Responsibility, Integrity and Ethics

We are socially responsible and civic-minded. We behave in an ethical way, with integrity and honesty in everything we do. We respect and strive to protect our environment and promote sustainable practices.

Communities of Practice

We foster and promote communities of practice; collaborating, challenging norms and embracing ideas with creativity, energy and critical reflection.





Section Three

Strategic Priorities to 2023



Strategic Priorities to 2023

This plan identifies 11 strategic priorities of equal significance, across three thematic areas:

THEME 1

Excellence

Educating Students

Researching and Developing Knowledge

Communicating

Increasing Operational Agility and Effectiveness

THEME 2

Growth

Attracting Students

Developing an International Institution

Collaborating and Developing Partnerships

Strengthening Our Skills and Relationships with Industry

THEME 3

Community

Engaging and Supporting Our IADT Community

Engaging and Supporting Staff

Developing Our Culture

THEME 1

Excellence

1.1 Educating Students

We will provide high quality and inquiry-led teaching and learning that encourages and embeds curiosity, innovation, creativity and entrepreneurship across all our disciplines.

We will:

- Develop and grow our programmes in line with our aspirations for regional, national and international excellence. Develop specific programmes to standards of national and international higher education excellence. Provide foundation, undergraduate, postgraduate and professional level for specific programmes.
- Design a suite of shared modules for our programmes that provide a consistent foundation for the development of core skills across diverse and creative disciplines.
- Review and evolve our programmes so that they integrate technological, creative and entrepreneurial skills across all programmes.
- Radically review, refresh and restructure our current programme offering, renewing, renaming, expanding or reducing capacity and developing new programmes as necessary.
- Embed work placement and/or work projects and the completion of elective/shared modules into all programmes.
- Broaden delivery channels for our programmes and introduce both online and blended delivery to provide greater flexibility for learners.
- Enhance our role and expand our capabilities as a provider of professional education to encourage and support lifelong learning across specific disciplines.
- Enhance the internationalisation of our curricula. Embrace and recognise other cultures and promote diversity across all our programmes.
- Accelerate growth and activity in postgraduate programmes.

Strategic Outcome

Students and graduates who are global citizens, actively contributing to the development of their industries and wider society, and who remain connected to IADT.

1.2 Researching and Developing Knowledge

We will strengthen our research, development, enterprise and innovation capacity and capabilities, and focus our activities on specific disciplines.

We will:

- Identify discipline priorities in which IADT will target research excellence and continue to pursue models of research practice that enable full participation, and cultivate and embed a strong and valued research culture within the Institute.
- Invest in our research infrastructure and supports to develop and sustain research communities. Support and encourage staff to develop and explore established and emerging forms of research practice.
- Develop research partnerships and collaborations regionally, nationally and internationally, pursuing opportunities that enhance the Institute's reputation for research excellence across the creative, cultural and technological sector.
- Continue to support start-up companies that reflect the Institute's priorities through our incubation centre and facilitate and encourage their contribution to the future development of our Institute and the national economy.

Strategic Outcome

Research, development, enterprise and innovation are embedded into the culture of IADT, and the Institute is recognised for its contribution to the advancement of the Institute's priority research areas.

THEME 1
Excellence

1.3 **Communicating**

We will enhance and renew the IADT brand. We will communicate our vision and the experience we offer to ensure that there is a clear and common understanding of IADT. We will raise our profile regionally, nationally and internationally.

We will:

- Develop our core brand messages. Present and articulate these through ongoing campaigns to tell our story, champion our successes and highlight what makes us unique.
- Develop strategic communication practices for specific programmes, to enhance recognition of these programmes at regional, national and international level.
- Promote the quality and expertise of IADT staff externally to enable staff to contribute to national and international debate and to the development of IADT’s profile.
- Identify and promote strong recognition of key Institute sub-brands regionally, nationally and internationally i.e. the National Film School and the Media Cube.

Strategic Outcome

A clear and consistent message of excellence to stakeholders that IADT is a leading provider of creative, cultural and technological education with a strong reputation and profile across our disciplines regionally, nationally and internationally.

1.4 **Increasing Operational Agility and Effectiveness**

We will develop our internal structures and processes by investing in technology that supports our operations, ensuring the Institute functions efficiently and effectively for all.

We will:

- Ensure our processes and procedures are efficient and meet the needs of staff, students and other stakeholders.
- Develop a digital campus to enhance flexibility, improve processes, reduce administrative burden and drive efficiencies for students and staff across the Institute.
- Engage with staff to identify opportunities for continuous improvement and process efficiencies, putting in place the necessary training and supports to enable them to embrace new ways of working.
- Develop internal communication channels to support cross faculty engagement, foregrounding and promoting student and staff successes, milestones and achievements.
- Further develop and refine internal communication channels to ensure transparency and the sharing of information and ideas.
- Develop an evaluation process that supports the ongoing review of IADT, encourages continuous improvement and enables flexibility to respond to changes in the internal and external environment.

Strategic Outcome

Internal processes and operations that are current, efficient, effective and digitally-enabled where appropriate, and that address the needs of students and staff in all of their activities and interactions on campus.

THEME 2

Growth

2.1 Attracting Students

We will continue to grow our student numbers across our disciplines. We will strategically target growth in line with our aspirations for regional, national and international excellence.

We will:

- Develop specific programmes of regional, national and international excellence across our disciplines and offer a full suite of programmes where appropriate within these disciplines, including foundation, undergraduate, postgraduate and professional education.
- Expand our capacity and grow student numbers in programme areas which demonstrate greater demand than current capacity.
- Achieve a broader representation of students from across the island of Ireland, European Union and internationally.
- Continue to attract and support students from under-represented backgrounds.

Strategic Outcome

An Institute that has achieved growth targets and attracts a diverse student population studying on regionally, nationally and internationally recognised programmes.

2.2 Developing an International Institution

We will continue to enhance our brand, profile and reputation internationally. We will be recognised internationally as an Institute of choice for students, staff and partners in specific programmes.

We will:

- Identify priority regions for international development. Develop existing and create new relationships with international peers.
- Pursue international exchange opportunities and supports for students and staff across specific programmes.
- Seek opportunities to collaborate on programmes with international higher education providers with a reputation for excellence.
- Develop structures and processes to support IADT in becoming a recognised international Institute.

Strategic Outcome

IADT is recognised in Ireland and abroad as an international leader in specific programmes, attracting a diverse student and staff population, engaging with industry and producing graduates that are equipped to lead and innovate in a digitally connected and changing world.

THEME 2
Growth

2.3 **Collaborating and Developing Partnerships**

We will strengthen our current relationships with our partners. We will seek new opportunities to collaborate and work together to advance IADT.

We will:

- Pursue and develop relationships with academic peers, specialists and industry experts regionally, nationally and internationally.
- Support excellent professional and educational opportunities for students, upskilling opportunities for staff and partnership opportunities for IADT.
- Explore educational opportunities for both formal and informal collaborative alliances.
- Strengthen our relationships with the Further Education sector to develop and enhance progression pathways for students into IADT.
- Pursue and develop strong relationships with our alumni so that they can continue to inform the ongoing development of IADT, act as ambassadors for the Institute and provide IADT with new links to industry.

Strategic Outcome

IADT has developed a suite of formal and informal partnerships with key stakeholders, and is recognised as a partner of choice regionally, nationally and internationally in specific programmes.

2.4 **Strengthening Our Skills and Relationships with Industry**

We will strengthen our links with industry and engage with industry experts, to ensure that our graduates are equipped with the skills necessary to excel in their future careers.

We will:

- Pursue and develop relationships with national and international industry experts and encourage industry experts to engage with IADT.
- Invest in equipment and technology to meet the teaching and learning needs of our students and staff, in order to ensure our community continues to develop and maintain the critical skills necessary to progress in their disciplines, to excel in industry and to operate in a digitally connected world.
- Promote and encourage opportunities for our staff to participate in projects with national and international industry leaders in target areas of academic excellence.

Strategic Outcome

IADT is recognised as providing a strong talent stream combining knowledge, skills and employability which responds creatively and effectively to the needs of industry, our community and wider society.

THEME 3

Community

3.1 Engaging and Supporting Our IADT Community

We will develop our physical environment and invest in technology to enhance the overall student and staff experience.

We will:

- Provide a student-centred experience which supports students through all elements of their educational journey – academic, social and administrative – as well as ensuring their personal well-being.
- Build on our current approach to capturing the student voice and foster a spirit of partnership with students to facilitate and enable their continued contribution to the development of the Institute.
- Prioritise the design and development of our campus environment and physical space, including the roll out of our Capital Investment Plan.
- Invest in equipment and technology to meet existing and future student and staff needs.
- Develop a more accessible and flexible learning environment that is equipped to meet the future teaching and learning needs of our students and staff.
- Develop initiatives to address the need for student accommodation and recreational and social space for students and staff.
- Develop and position our campus environment as a welcoming community resource that attracts and encourages engagement and use by our local community.
- Develop and implement sustainability initiatives aimed at supporting the operation of an environmentally friendly and energy efficient Institute.
- Explore opportunities to expand our campus footprint in the Dún Laoghaire area and in Dublin city for educational and social spaces for students and staff.

Strategic Outcome

A vibrant multi-campus environment that offers flexibility, is fully accessible, extends our physical footprint and meets the future needs of our students and staff.

3.2 Engaging and Supporting Staff

Our staff are critical to the success of IADT. We will continue to recognise their ongoing contribution and commitment to students and to the overall success of our Institute. We will further invest in their development to enable them to meet their career goals.

We will:

- Further develop a formal framework that recognises and rewards the contribution of all our staff across all disciplines and support activities.
- Encourage recognition of programme leadership and ensure a strong philosophy of practice for core disciplines.
- Further develop a suite of initiatives to attract, retain and develop high quality staff who bring fresh insight and ideas and deliver high quality teaching, learning and support to students.
- Further design and implement a programme of CPD support and professional development for all staff to ensure a high performing and flexible community, enable a growth mindset.
- Equip staff with the future skills and competencies necessary to deliver on the requirements of their roles in a fulfilling manner and to support a diverse student community.
- Support our staff to develop their own expertise, grow their professional networks, contribute to public discourse and thinking and enhance their links with industry.
- Invest in equipment and technology to meet staff needs and to support accelerated digital skills development.
- Develop a suite of initiatives that focus on staff health and well being, encouraging and promoting positive physical and mental health and work life balance.
- Further develop and implement a suite of equality and diversity programmes focused on recruitment, development, promotion and family friendly work policies, in order to provide all staff with equal opportunities to advance their careers and to address imbalance where it exists.

Strategic Outcome

A highly skilled and motivated staff community who are engaged and committed to their roles, who seek to meet the needs of students and the Institute, and who are recognised and rewarded for their efforts.

THEME 3
Community

3.3 **Developing Our Culture**

Our culture is one that promotes equality, diversity and inclusion. We promote excellence, encourage creativity and seek new ideas.

We will:

- Develop a fulfilling and progressive work and learning environment, one that strengthens and promotes the values of the Institute to ensure that IADT students and staff support, value and respect each other.
- Further develop a suite of positive actions and initiatives to address inequalities that may exist, to ensure a fair, welcoming and unbiased campus environment for our whole community.
- Build on our commitment to equality and diversity. Design and implement a number of specific cultural initiatives which support this ethos.
- Promote a positive culture within our Institute by sustaining the values that we cherish, while also encouraging and facilitating openness and responsiveness as we evolve.

Strategic Outcome

An institute of equity and inclusion with an ethos that is recognised by students and staff and which informs our interactions with each other.



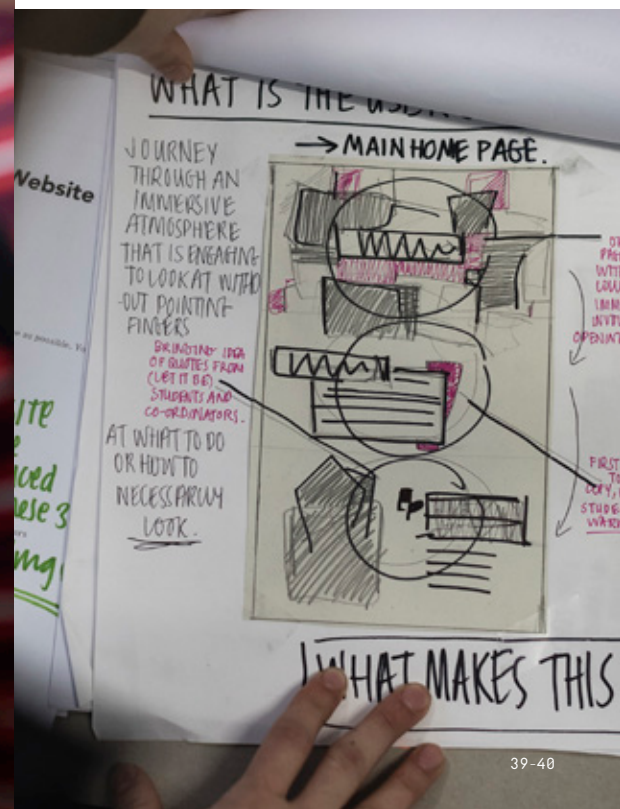
Implementation Framework

In order to realise the strategic priorities and objectives set out in this strategic plan, a series of implementation plans have been developed.

These implementation plans set out the key actions to be delivered, with each action having an assigned owner, timeline and key performance indicators to enable us to measure success.

In order for the priorities of this strategic plan to be realised, the commitment of all managers and staff across all faculties, directorates and departments will be necessary and significant collaboration and engagement will be required across the Institute.

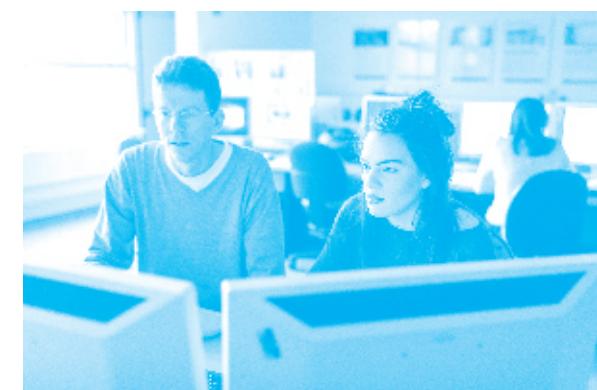
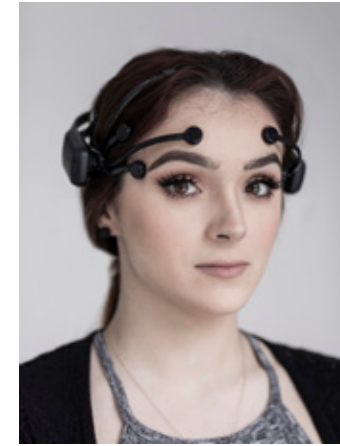
The strategic plan will be supported by a robust implementation framework which will enable regular monitoring and reporting over the life of the strategic plan.



Thank You

IADT would like to thank the following stakeholders for their time and efforts in participating in the strategic planning consultation process:

- IADT Executive Team
- IADT Management Team
- IADT Staff
- IADT Students
- IADT Students Union
- IADT Governing Body
- IADT Alumni
- Dublin & Dun Laoghaire Education and Training Board
- Houghton Mifflin Harcourt
- IDA Ireland
- Irish Congress of Trade Unions
- Screen Ireland
- Kildare and Wicklow Education & Training Board
- Sallynoggin College of Further Education
- Stillorgan College of Further Education
- Blackrock Further Education Institute
- Bray Institute of Further Education
- Ballyfermot College
- Dún Laoghaire Rathdown County Council
- Dublin City Council
- Irish Directors Guild
- Boulder Media
- Animation Skillnet
- RTE - Digital Broadcast Unit
- Enterprise Ireland
- Vogue Business Development
- Eisner Amper Ireland
- Accreate Executive Search
- State Street Financial Services
- Southside Partnership
- Maynooth University
- Design and Crafts Council of Ireland
- Design Skillnet
- Irish Museum of Modern Art
- Irish Theatre Institute
- My Shining Armour
- Trinity College Dublin
- Visual Artists Ireland
- Department of Education and Skills
- Department of Business, Enterprise and Innovation
- Higher Education Authority
- Quality and Qualifications Ireland
- Technological Higher Education Association
- Aalto University, Finland
- Design Academy, Eindhoven
- Sheridan College, Canada
- The Arts Council





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