

# STRATEGIC PLAN

## Graduate School of Creative Arts + Media

### 2008-2011



Funded under the Programme for  
Research in Third Level Institutions

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## **Introduction.**

The purpose of this document is to establish the strategic plan for the Graduate School of Creative Arts and Media and outline the programme of actions to be taken to progress the School's mission in the period September 2008 to August 2011. This strategy is supplemented by a schedule of actions and deliverables for the autumn semester (2008-2009) that implements the strategy in the immediate short term.

This document is an expansion of the original PRTL I Cycle IV application submissions made by the collaborating institutions. It is informed by the experience gained by the School team in the first semester of operations (spring 2008). The content of the document has been shaped by the substance of Board of Management deliberations, by the specific programme of quality assurance work adopted by the Board of Studies, and by a series of strategic planning meetings held by the School's Standing Committee during the spring semester 2008.

The Appendices provide supplementary and retrospective material relevant to implementation of the School to date.

## THE MISSION

The Graduate School of Creative Arts and Media (GradCAM) is an exciting new collaborative initiative of national and all-island significance which builds on the expertise of the Dublin Institute of Technology (DIT), the National College of Art & Design (NCAD), the University of Ulster (UU), and the Institute of Art, Design and Technology, Dún Laoghaire (IADT). The School exists to grow the sector of creative arts and media research and to be Ireland's centre for doctoral research education across design, visual and performing arts, media practice and their associated critical, historical and theoretical discourses. The School is established in order to:

### **AIM 1      Develop Research**

Promote research excellence in design, visual and performing arts, creative/digital media, and the technical, critical, theoretical and historical underpinnings of these disciplines/practices via doctoral programmes, research and graduate training.

### **AIM 2      Build the Sector**

Develop the sector on an all-island basis in order to fill gaps in creative arts and media research infrastructure – as demonstrated through scholarly and practical outputs of international significance across the creative arts and media sector.

### **AIM 3      Collaborate and Internationalize**

Share and enhance research knowledge and resources through active collaboration with relevant external and international agencies, organisations, and networks - aligning European, national and institutional priorities.

### **AIM 4      Demonstrate Value**

Demonstrate saliency and value of contribution to key stakeholders and broader society – evidenced by securing diversified investment, resources, and establishing sustainability.

### **AIM 5      Practice as we teach – be a learning organization**

Establish a collaborative learning environment and operational culture that generates a critically innovative, change-responsive and dynamic learning organization.

## **PART 1**

### **THE STRATEGY**

#### **The Graduate School of Creative Arts and Media 2008-2011**

## Interpreting the mission in terms of specific objectives.

### AIM 1 Develop Research

Promote research excellence in design, visual and performing arts, creative/digital media, and the technical, critical, theoretical and historical underpinnings of these disciplines/practices via doctoral programmes, research and graduate training.

- OBJECTIVE 1.1** Establish map of consortium research achievements and needs.
- OBJECTIVE 1.2** Secure successful doctoral completions.
- OBJECTIVE 1.3** Generate peer-review publications.
- OBJECTIVE 1.4** Generate a range of other research outputs.
- OBJECTIVE 1.5** Fully specify the pathways for self-funding and incoming doctoral track researchers.
- OBJECTIVE 1.6** Generate new programmes.
- OBJECTIVE 1.7** Enhance research in the undergraduate context.
- OBJECTIVE 1.8** Develop innovative curriculum and pedagogical approaches for research.

### AIM 2 Build the Sector

Develop the sector on an all-island basis in order to fill gaps in creative arts and media research infrastructure – as demonstrated through scholarly and practical outputs of international significance across the creative arts and media sector.

- OBJECTIVE 2.1** Promote supervisory skills development.
- OBJECTIVE 2.2** Establish national guidelines for domain specific PhD training and research.
- OBJECTIVE 2.3** Harmonisation of IP policy across the partners.
- OBJECTIVE 2.4** Implement standard IP protocols.
- OBJECTIVE 2.5** Build all-island creative arts and media research network.
- OBJECTIVE 2.6** Establish peer review organ for creative arts research.
- OBJECTIVE 2.7** Deliver high-level world-class research and scholarly output.
- OBJECTIVE 2.8** Build post-completion track and postdoctoral pathways.

### AIM 3 Collaborate and Internationalize

Share and enhance research knowledge and resources through active collaboration with relevant external and international agencies, organisations, and networks - aligning European, national and institutional priorities.

- OBJECTIVE 3.1** Establish new and consolidate existing international partnerships and exchanges.
- OBJECTIVE 3.2** Increase participation in the Graduate School.
- OBJECTIVE 3.3** Assist and support the further evolution and embedding of collaboration amongst institutional partners.
- OBJECTIVE 3.4** Build relationships with external agencies to secure competitiveness within EU context.
- OBJECTIVE 3.5** Assist and support the development of joint registration and accreditation framework.

## **AIM 4 Demonstrate Value**

Demonstrate saliency and value of contribution to key stakeholders and broader society – evidenced by securing diversified investment, resources, and establishing sustainability.

- OBJECTIVE 4.1** Enhance researcher recruitment.
- OBJECTIVE 4.2** Promote and achieve external research funding success.
- OBJECTIVE 4.3** Seed new ventures.
- OBJECTIVE 4.4** Collaborative capital project planning.
- OBJECTIVE 4.5** Promote greater levels of research funding across the sector.
- OBJECTIVE 4.6** Further develop culture of collaboration with industry.
- OBJECTIVE 4.7** Assist and support business incubation and graduate deployment in the domain.

## **AIM 5 Practice as we teach – be a learning organization.**

Establish a collaborative learning environment and operational culture that generates a critically innovative, change-responsive and dynamic learning organization.

- OBJECTIVE 5.1** Establish peer-community of researchers as the core resource.
- OBJECTIVE 5.2** Promote transferable skills development and acquisition by School team (e.g. Project Management).
- OBJECTIVE 5.3** Promote effective communications and ensure shared understanding of mission and context by team and key stakeholders.
- OBJECTIVE 5.4** Promote professional development and individual research development.
- OBJECTIVE 5.5** Establish formal and informal spaces of idea generation and tactical planning.

## **PART 2**

### **WORK PLAN**

#### **The Graduate School of Creative Arts and Media 2008-2011**

## AIM 1 Develop Research

**Promote research excellence in design, visual and performing arts, creative/digital media, and the technical, critical, theoretical and historical underpinnings of these disciplines/practices via doctoral programmes, research and graduate training.**

|                      |  |
|----------------------|--|
| <b>OBJECTIVE 1.1</b> | Establish map of consortium research achievements and needs.                         |
| <b>OBJECTIVE 1.2</b> | Secure successful doctoral completions.  |
| <b>OBJECTIVE 1.3</b> | Generate peer-review publications.   |
| <b>OBJECTIVE 1.4</b> | Generate a range of other research outputs.  |
| <b>OBJECTIVE 1.5</b> | Fully specify the pathways for self-funding and incoming doctoral track researchers. |
| <b>OBJECTIVE 1.6</b> | Generate new programmes.   |
| <b>OBJECTIVE 1.7</b> | Enhance research in the undergraduate context  |
| <b>OBJECTIVE 1.8</b> | Develop innovative curriculum and pedagogical approaches for research.               |

OBJECTIVE 1.1 ESTABLISH A MAP OF CONSORTIUM RESEARCH ACHIEVEMENTS AND NEEDS

| ACTION 1.1 Commission a research assistant to work in conjunction with each fellow to construct a standardised base-line audit: September DIT, October NCAD, November IADT, December UU. |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN   | JUNE 2009       |       |

OBJECTIVE 1.2 SECURE SUCCESSFUL DOCTORAL COMPLETIONS

| Action 1: Provide Structured supports delivered on group and individual basis, implementing a research-specific pedagogical culture. |                 |                 |
|--|-----------------|-----------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES           |
| FELLOWS  | ONGOING         | SEMESTER REVIEW |

| Action 2: Provide a structured curriculum planned on a semester cycle based on a dynamic semester quality assurance cycle realised through Board of Studies. |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| FELLOWS  | JUNE 2009       |       |

| Action 3: The maintenance of an open robust accountable community of research / fellow / supervisor relations and interactions through weekly and monthly reporting cycles designed to foster good time-management and ongoing critical reflection on the research process. |                 |   |
|---|-----------------|---|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                                   |
| STANDING COMMITTEE  | ONGOING         | REPORTING AUDIT BY SCHOOL ADMINISTRATOR |

| Action 4: Action a semester review process where the researcher themselves are required to present a progress report to fellows and supervisory team members. |                 |   |
|---|-----------------|---|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                                   |
| RESEARCHERS   | ONGOING         | REPORTING AUDIT BY SCHOOL ADMINISTRATOR |

| Action 5: 30 PhD completions by 2011 achieved by mix of research scholars and associate researchers. |                 |  |
|--|-----------------|--|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES                                    |
| DEAN & FELLOWS   | 2011            | EACH FELLOW TO TAKE RESPONSIBILITY FOR 6 |

## OBJECTIVE 1.3 GENERATE PEER-REVIEW PUBLICATIONS.

| Action 1: Fellows are required to produce a peer-review publication on the basis of one per annum (Generating 5 p.a.) |                 |                                     |
|---|-----------------|-------------------------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                               |
| FELLOWS   | ANNUAL          | PAPER ON RESOURCING ISSUES REQUIRED |

| Action 2: Fellows to apply 20% of working week to individual research interests (typically Monday or Tuesday) |                 |                               |
|---|-----------------|-------------------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                         |
| FELLOWS   | WEEKLY          | INDICATED IN WEEKLY REPORTING |

| Action 3: Fellows facilitated by annual research leave in June 20-July31. (Annual leave typically 5 weeks August and 2 weeks Christmas) |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN  | ANNUAL          |       |

| Action 4: Researchers are required to produce a peer-review publication on the basis of one biennially (Estimating 4 p.a.) |                 |                                 |
|--|-----------------|---------------------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES                           |
| RESEARCHERS  | JUNE 2010       | QUARTERLY AUDIT FOR HEA RETURNS |

| Action 5: All staff are required to enhance opportunities for peer-review publication developed through international networking via conference attendance. |                 |                                  |
|---|-----------------|----------------------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                            |
| FELLOWS RESEARCHERS   | ANNUAL          | INDICATED THROUGH WEEKLY REPORTS |

## OBJECTIVE 1.4 GENERATE A RANGE OF OTHER RESEARCH OUTPUTS

| Action 1: Fellows and researchers are required to present at international conference on a minimum of one presentation per annum (typically generating 15 p.a.) |                 |                          |
|---|-----------------|--------------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                    |
| FELLOWS RESEARCHERS   | ANNUAL          | SPECIFIC BUDGET REQUIRED |

| Action 2: Define a mechanism to provide funding for travel and accommodation for international presentation. |                 |                             |
|--|-----------------|-----------------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES                       |
| DEAN   | JUNE 2009       | BUILD ON EXISTING PRACTICES |

| Action 3: Annual programme of public lectures, seminars and roundtables delivered through the School and developed by inter-institutional teams. (E.g. Speaking Matters programme.) |                 |                          |
|---|-----------------|--------------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                    |
| FELLOWS   | ANNUAL          | COMMENCES SEPTEMBER 2008 |

| Action 4: Annual presentation of public exhibition and/or performance programme increasing to two per annum by 2011 (4 by 2011) |                 |                          |
|---|-----------------|--------------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                    |
| DEAN  | ANNUAL          | SPECIFIC BUDGET REQUIRED |

| Action 5: Regular public exhibition opportunities for practice oriented researchers to be supported through providing matching funds in respect of any external non-exchequer funding. |                 |                          |
|--|-----------------|--------------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES                    |
| DEAN   | ANNUAL          | SPECIFIC BUDGET REQUIRED |

|   |  |  |
|---|--|--|
| Action 6: Annual international conference to be held which progresses a key aspect of the |  |  |
|---|--|--|

|   |                 |                          |
|---|-----------------|--------------------------|
| School's thematic agenda. (4 by 2011) thus affording opportunities for researchers to present and meet building and enhancing networks of exchange. |                 |                          |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                    |
| STANDING COMMITTEE  | ANNUAL          | SPECIFIC BUDGET REQUIRED |

|  |                 |                   |
|--|-----------------|-------------------|
| Action 7: Promote media coverage and dissemination of research by fostering good press relations and implementing a simple but robust public relations strategy. |                 |                   |
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES             |
| DEVELOPMENT MANAGER  | ANNUAL          | SEMESTERLY REVIEW |

#### OBJECTIVE 1.5 TO SPECIFY THE PATHWAYS FOR SELF-FUNDING AND INCOMING DOCTORAL TRACK RESEARCHERS

|   |                 |       |
|---|-----------------|-------|
| Action 1: Produce document for board of studies, board of management autumn 2008. |                 |       |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN  | SEPT 08         |       |

|   |                 |       |
|---|-----------------|-------|
| Action 2: Post pending approval for incoming researchers autumn 2008. |                 |       |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN  | SEPT 08         |       |

#### OBJECTIVE 1.6 GENERATE NEW PROGRAMMES BASED ON CURRENT NEED ANALYSIS

|   |                 |       |
|---|-----------------|-------|
| Action 1 To provide part-time modularised post-graduate programmes targeted at full-time employed academics and potential post-graduate researchers, artist/practitioners seeking professional and other qualifications, e.g. summer school model, evening and weekend access over extended periods |                 |       |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| FELLOWS KA, ES, MMCC  | DEC 2008        |       |

|   |                 |       |
|---|-----------------|-------|
| Action 2: Support development of two new programmes by 2011 |                 |       |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| FELLOWS KA, ES, MMCC  | SEPT 2011       |       |

#### OBJECTIVE 1.7 ENHANCE RESEARCH IN THE UNDERGRADUATE CONTEXT

|   |                 |       |
|---|-----------------|-------|
| Action 1: Develop proposals for undergrad curriculum enhancement in respect of key transferable skills in reading, writing and critical thinking through designing and running pilot projects |                 |       |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| MMCC  | JAN 2009        |       |

|  |                     |       |
|--|---------------------|-------|
| Action 2: Establish feedback mechanism from postgraduate research into undergraduate provision through researcher teaching-placements (also facilitating researcher skill-development and teaching experience. |                     |       |
| PERSONS RESPONSIBLE  | ACTION DEADLINE     | NOTES |
| KA   | IMPLEMENT SEPT 2009 |       |

|   |                    |       |
|---|--------------------|-------|
| Action 3: Create mechanism for inclusion of advanced undergraduate students in appropriate projects and events. |                    |       |
| PERSONS RESPONSIBLE   | ACTION DEADLINE    | NOTES |
| ES  | IMPLEMENT FEB 2009 |       |

|   |  |  |
|---|--|--|
| Action 4: Specific measures to facilitate staff working primarily with undergraduates to engage |  |  |
|---|--|--|

| with the mission of the School. |                 |       |
|---------------------------------|-----------------|-------|
| PERSONS RESPONSIBLE             | ACTION DEADLINE | NOTES |
| DEAN & FELLOWS                  | FEB 2009        |       |

| Action 5: Encourage and support researchers' entry to relevant qualification in terms of professional enhancement and career development – e.g. Third Level Teaching + Learning Cert or Dip in DIT |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| MW   | SEPT 2009       |       |

#### OBJECTIVE 1.8 TO DEVELOP INNOVATIVE CURRICULUM AND PEDAGOGICAL APPROACHES FOR RESEARCH

| Action 1: Consistent and regular reflection at Standing Committee level of the structure of programme through considered semester reviews. |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| STANDING COMMITTEE   | SEMESTERLY      |       |

| Action 2: Scope best practice in European contexts. |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE                                 | ACTION DEADLINE | NOTES |
| DEAN  | JUNE 2009       |       |

| Action 3: Identify potential partners |                 |       |
|---------------------------------------|-----------------|-------|
| PERSONS RESPONSIBLE                   | ACTION DEADLINE | NOTES |
| DEAN & FELLOWS                        | YEAR 1          |       |

| Action 4: Finance pilot scheme towards mainstreaming potentially innovative practices |                 |                          |
|---|-----------------|--------------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                    |
| DEAN  | JUNE 2009       | SPECIFIC BUDGET REQUIRED |

| Action 5: Technological approaches, blogs, and Virtual Learning Environments. |                 |   |
|---|-----------------|---|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                                   |
| DEAN  | JUNE 2009       | PROJECT UTILISING ESTABLISHED PRACTICES |

| Action 6: Delivered and evaluated the inter-institutional level 10, IP module. Design and implementation a short module specifically addressing and including issues around IP for School and all post-graduate programmes across partnership |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN  | JUNE 2010       |       |

| Action 7: Maintenance and monitoring of curriculum design of structured programme activities and 'actual existing' curriculum content in adherence with NQAI Level 10 criteria and outcomes |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN, BOARD OF STUDIES  | ANNUAL          |       |

## AIM 2 Build the Sector

**Develop the Creative Arts and Media Sector on an all-island basis in order to fill gaps in the national research infrastructure via high-level world-class research and scholarly output across the creative arts and media sector.**

|                      |  |
|----------------------|--|
| <b>OBJECTIVE 2.1</b> | Promote supervisory skills development.                                      |
| <b>OBJECTIVE 2.2</b> | Establish national guidelines for domain specific PhD training and research. |
| <b>OBJECTIVE 2.3</b> | Harmonisation of IP policy across the partners.                              |
| <b>OBJECTIVE 2.4</b> | Implement standard IP protocols.   |
| <b>OBJECTIVE 2.5</b> | Build all-island creative arts and media research network.                   |
| <b>OBJECTIVE 2.6</b> | Establish peer review organ for creative arts research.                      |
| <b>OBJECTIVE 2.7</b> | Deliver high-level world-class research and scholarly output.                |
| <b>OBJECTIVE 2.8</b> | Build post-completion track and postdoctoral pathways.                       |

### ACTIONING AIM 2

#### OBJECTIVE 2.1 PROMOTE SUPERVISORY SKILLS DEVELOPMENT

| Action 1: Deliver two supervisor workshops per annum |                 |                   |
|--|-----------------|-------------------|
| PERSONS RESPONSIBLE                                  | ACTION DEADLINE | NOTES             |
| FELLOWS ES   | ANNUAL          | CALENDARED EVENTS |

#### OBJECTIVE 2.2 ESTABLISH NATIONAL GUIDELINES FOR DOMAIN SPECIFIC PHD TRAINING AND RESEARCH.

| Action 1: Progress draft guidelines in conjunction with HETAC/IUQB Working Group |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN   | JUNE 2009       |       |

| Action 2: Conduct internal audit to assess compliance with, and practical applicability of guidelines. |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN   | JUNE 2009       |       |

| Action 3: Promote national and international dialogue in respect of draft guidelines. |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN  | JUNE 2009       |       |

| Action 4: Promote awareness of these developments among colleagues on the Academic Councils of the collaborating institutions |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| FELLOWS   | JUNE 2009       |       |

## OBJECTIVE 2.3 Harmonisation of IP policy across the partners

|  |                 |       |
|--|-----------------|-------|
| Action 1: Assemble documentation on already existing policy and practice across the collaborating institutions |                 |       |
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| SCHOOL ADMINISTRATOR   | JUNE 2009       |       |

|  |                 |       |
|--|-----------------|-------|
| Action 2: Prepare a discussion document specifying issues raised by the existing policies and practices and indicating possible options. |                 |       |
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN & SCHOOL ADMIN  | JANUARY 2009    |       |

|   |                 |       |
|---|-----------------|-------|
| Action 3: Prepare submissions for academic councils through the sub-committees on Board of Studies. |                 |       |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN  | SEMESTERLY      |       |

## OBJECTIVE 2.4 Implement standard IP protocols.

|  |                 |       |
|--|-----------------|-------|
| Action 1: Pilot project within GradCAM based on outcomes of Actions 2.3 above. |                 |       |
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN   | JUNE 2010       |       |

## OBJECTIVE 2.4 BUILD ALL-ISLAND CREATIVE ARTS AND MEDIA RESEARCH NETWORK.

|   |                 |       |
|---|-----------------|-------|
| Action 1: Establish an annual calendar of creative arts and media research events on an all-island basis. |                 |       |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN  | ANNUAL          |       |

|  |                 |       |
|--|-----------------|-------|
| ACTION 1: Consolidate existing initiatives by fostering collaborative interactions in event planning and delivery. |                 |       |
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| FELLOWS  | ANNUAL          |       |

|  |                 |                   |
|--|-----------------|-------------------|
| Action 2: Provide publicity through online representation for researchers active inside and outside of the collaborating institutions. |                 |                   |
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES             |
| DEAN   | ONGOING         | SEMESTERLY REVIEW |

## OBJECTIVE 2.5 ESTABLISH A PEER REVIEW PUBLICATION FOR CREATIVE ARTS &amp; MEDIA RESEARCH

|  |                 |       |
|--|-----------------|-------|
| Action 1: Review existing practices in peer-review publishing and identify key success indicators. |                 |       |
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN   | OCTOBER 2008    |       |

|  |                 |       |
|--|-----------------|-------|
| Action 2: Convene working group to identify key issues to be addressed in a domain-specific peer review organ. |                 |       |
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN   | SEPTEMBER 2008  |       |

|   |                 |       |
|---|-----------------|-------|
| Action 3: Prepare discussion document for consideration by EARN in respect of an international peer reviewed publication for arts research (include operational and archival issues). |                 |       |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
|   |                 |       |

|      |              |  |
|------|--------------|--|
| DEAN | OCTOBER 2008 |  |
|------|--------------|--|

Action 4: To implement a prototype issue as a briefing instrument to promote engagement and subscription.

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEAN                | APRIL 2009      |       |

Action 5: Convene an international editorial board.

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEAN                | DECEMBER 2008   |       |

Action 6: Initiate specific fundraising to support GradCAM publishing initiatives.

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEVELOPMENT MANAGER | DECEMBER 2008   |       |

Action 7: Release inaugural issue in partnership with international agencies.

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEAN                | MAY 2009        |       |

#### OBJECTIVE 2.7 TO DELIVER HIGH-LEVEL, PEER REVIEWED RESEARCH AND SCHOLARLY OUTPUT

Action 1: To enhance international conference contributions by fellows and researchers through development of regular workshops on academic publishing . made available to all researchers, and staff and postgraduate researchers across all partner institutions.

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES             |
|---------------------|-----------------|-------------------|
| FELLOWS RESEARCHERS | ONGOING         | REVIEW SEMESTERLY |

#### OBJECTIVE 2.8 TO BUILD POST-COMPLETION TRACK AND POSTDOCTORAL PATHWAYS

Action 1: To deliver a series of application, grant and research funding workshops and academic publishing clinics for prospective researchers on exit from programme

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEAN & DEVELOPMENT  | YEAR 3          |       |

Action 2: To map the graduate opportunities and options both academic and extra academic or in combination.

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEAN & DEVELOPMENT  | YEAR 3          |       |

Action 3: To deliver a module called 'what does it take' to be an early stage researcher, a research fellow, a senior research fellow, a principle investigator, and clarify the academic steps of professional progression.

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEAN & DEVELOPMENT  | YEAR 3          |       |

Action 4: To develop and maintain a network of alumni, through invitation

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEAN                | YEAR 3          |       |

Action 5: Consultation with graduates through skills audit and needs analysis feeding back in curriculum design and delivery.

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES                               |
|---------------------|-----------------|-------------------------------------|
| DEAN                | ANNUAL          | CAPTURED IN SEMESTERLY REVIEW CYCLE |

## AIM 3 Collaborate and Internationalize

**Share and enhance research knowledge and resources through active collaboration with relevant external and international agencies, organisations, and networks - aligning European, national and institutional priorities.**

- OBJECTIVE 3.1** Establish new and consolidate existing international partnerships and exchanges.
- OBJECTIVE 3.2** Widen participation in the Graduate School.
- OBJECTIVE 3.3** Assist and support the further evolution and embedding of collaboration amongst institutional partners.
- OBJECTIVE 3.4** Build relationships with external agencies to secure competitiveness within EU context.
- OBJECTIVE 3.5** Assist and support the development of joint registration and accreditation framework.

### ACTIONING AIM 3

OBJECTIVE 3.1 ESTABLISH NEW AND CONSOLIDATE EXISTING INTERNATIONAL PARTNERSHIPS AND EXCHANGES.

| Action 1: Identify existing networks in host institutions re partnerships and exchanges |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEVELOPMENT MANAGER   | JUNE 2009       |       |

| Action 2: Identify key existing undergraduate programme networks formal and informal |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEVELOPMENT MANAGER  |                 |       |

| Action 3: Identify exemplars of postdoctoral programmes |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE                                     | ACTION DEADLINE | NOTES |
| DEAN & DEVELOPMENT                                      | MAY 2009        |       |

| Action 4: Identify potential relevant resources through alumni of host institutions and associated networks |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEVELOPMENT MANAGER   | DECEMBER 2008   |       |

| Action 5: Identify where appropriate non-academic exchanges might take place (international internships/ post graduate exchanges/ post-doc opportunities) |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEVELOPMENT MANAGER   | JANUARY 2009    |       |

| Action 6: Develop a staff/ researcher professional development, exchange programme with optional return visits. |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN & DEVELOPMENT  | MARCH 2009      |       |

OBJECTIVE 3.2 WIDEN PARTICIPATION IN GRADUATE SCHOOL

| Action 1: To Increase access for associate fellows through workshops, training, seminars, research units. |  |  |
|---|--|--|
|   |  |  |

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES             |
|---------------------|-----------------|-------------------|
| DEAN & FELLOWS      | MAY 2009        | REVIEW SEMESTERLY |

| Action 2: Increase supervisory pool through relationship building via associate researcher role |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN  | JUNE 2009       |       |

| Action 3: Build relationships with existing research groups in host institutions – CCTA and CeDeRe (IADT) DRG (NCAD) – DIT groups (Transcultural Centre) – through actioning collaborative projects/conferences/speaker events. |                 |                         |
|---|-----------------|-------------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                   |
| FELLOWS   | ONGOING         | ONE PER FELLOW ANNUALLY |

| Action 4: Work with each participating institution to deliver minimum one speaker events/conferences each semester |                 |                   |
|--|-----------------|-------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES             |
| FELLOWS  | ANNUAL          | SEMESTERLY REVIEW |

| Action 5: Develop mechanisms for upper level undergraduate involvement (e.g. visiting scholar programmes and upper level undergraduate research module within each institution) fostering awareness of research space. |                 |                        |
|--|-----------------|------------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES                  |
| FELLOWS  | FEB 2009        | KEY TARGET FOR FELLOWS |

| Action 6: Develop collaborative/Public Event projects with External agencies, e.g. National Gallery Ireland, Science Gallery/Massive Change/other projects |                 |                         |
|--|-----------------|-------------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES                   |
| FELLOWS  | ANNUAL          | ONE PER FELLOW ANNUALLY |

| Action 7: Develop mechanisms for Level 10 exchange/mobility - researcher/ staff |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN  | SEPTEMBER 2009  |       |

| Action 8: Use Visiting Scholars Programme to complement GradCAM staff skill set; identify other programmes /events/ series (HII, IMMA, Critical Voices where scholars/speakers may be visiting – co-opt and collaborate). |                 |                   |
|---|-----------------|-------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES             |
| FELLOWS MMCC  | ONGOING         | REVIEW SEMESTERLY |

OBJECTIVE 3.3 Assist and support the further evolution and embedding of collaboration amongst institutional partners.

| Action 1: Work towards joint processes/procedures; joint registration; joint accreditation |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN BOARD OF STUDIES  | FEB 2010        |       |

| Action 2: Develop modules which can be taught/taken by staff/researchers in host institutions |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| FELLOWS   | SEPTEMBER 2009  |       |

| Action 3: More clearly define the role and function of the University of Ulster |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN  | JUNE 2009       |       |

| Action 4: Represent and actualise the Ulster collaboration through cross-institutional outputs |  |  |
|--|--|--|
|--|--|--|

| (e.g., research audit outcomes report, exhibition). |                 |                                |
|---|-----------------|--------------------------------|
| PERSONS RESPONSIBLE                                 | ACTION DEADLINE | NOTES                          |
| DEAN  | ANNUAL          | ONE CONCRETE EXAMPLE PER ANNUM |

| Action 5: To support the inclusion of the University of Ulster and IADT integrated as full partners |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN, IADT FELLOW, UU LIAISON,<br>BOARD OF MANAGEMENT   | FEBRUARY 2010   |       |

| Action 6: Support IADT to achieve delegated authority for Level 9 |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN & FELLOWS ES   | YEAR2           |       |

| Action 7: Provide a cross-institutional, shared QA model, for Level 10 |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN   | FEB 2009        |       |

| Action 8: Support the inclusion of fully registered IADT PhD researcher(s) at Graduate School (Sept 08) |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN, FELLOWS ES  | FEB 2009        |       |

OBJECTIVE 3.4 Build relationships with external agencies to secure competitiveness within EU context.

| Action 1: Generate external collaborations with EU partner which map onto EU policy priorities |                 |                                 |
|--|-----------------|---------------------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES                           |
| DEAN, DEVELOPMENT  | ONGOING         | ANNUAL TARGET OF ONE NEW COLLAB |

OBJECTIVE 3.5 Assist and support the development of joint registration and accreditation framework.

| Action 1: Assemble documentation on already existing initiatives to realise joint registration and/or joint accreditation (e.g. UU, DIT, HETAC etc.) |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN SCHOOL ADMINISTRATOR  | JUNE 2009       |       |

| Action 2: Prepare a discussion document specifying options and outlining pilot project. |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN  | JANUARY 2009    |       |

| Action 3: Pilot QA process through Board of Studies that addresses the requirements of respective Academic Councils |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN  | JUNE 2009       |       |

| Action 4: Pilot a joint registration scheme for partners |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE                                      | ACTION DEADLINE | NOTES |
| DEAN   | JUNE 2010       |       |

| Action 5: Pilot a jointly accredited programme for partners |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN  | YEAR 3          |       |



## **AIM 4 Demonstrate Value**

### **Demonstrate saliency and value of contribution to key stakeholders and broader society – evidenced by securing diversified investment, resources, and establishing sustainability.**

|                      |  |
|----------------------|--|
| <b>OBJECTIVE 4.1</b> | Enhance researcher recruitment   |
| <b>OBJECTIVE 4.2</b> | Promote and achieve external research funding success                                |
| <b>OBJECTIVE 4.3</b> | Seed new ventures  |
| <b>OBJECTIVE 4.4</b> | Collaborative capital project planning   |
| <b>OBJECTIVE 4.5</b> | Promote greater levels of research funding across the creative arts and media sector |
| <b>OBJECTIVE 4.6</b> | Further develop culture of collaboration with industry.                              |
| <b>OBJECTIVE 4.7</b> | Assist and support business incubation and graduate deployment in the domain.        |

#### OBJECTIVE 4.1 ENHANCE RESEARCHER RECRUITMENT

Action 1: Public communications use to enhance application and recruitment levels, with a target increase of 20% growth per annum and an enhanced international recruitment level of 30% of intake in 2010

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEVELOPMENT MANAGER |                 |       |

ACTION 2: Facilitate researchers and intending phd researchers to successfully bid for competitive research funding

| PERSONS RESPONSIBLE    | ACTION DEADLINE | NOTES |
|------------------------|-----------------|-------|
| FELLOWS ASSISTED BY DM |                 |       |

Action 3: To increase capacity by developing proposals with individuals for funded phd research

| PERSONS RESPONSIBLE    | ACTION DEADLINE | NOTES |
|------------------------|-----------------|-------|
| FELLOWS ASSISTED BY DM |                 |       |

ACTION 4: To stimulate internal funded studentships from institutions

| PERSONS RESPONSIBLE    | ACTION DEADLINE | NOTES |
|------------------------|-----------------|-------|
| FELLOWS ASSISTED BY DM |                 |       |

Action 4: To negotiate funded studentships from industry with a target of 2 per annum by 2011

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEVELOPMENT MANAGER | Yr 2            |       |

Action 5: To develop and and implement an international recruitment strategy

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES   |
|---------------------|-----------------|---|
| DEVELOPMENT MANAGER | 2009            | TO RESEARCH INSITUTIONAL STRATEGIES UNDERWAY<br>TO HARMONISE APPROACHES AND CO DELIVER ON RECRUITMENT PROGRAMMES WITH PARTNER INSITUTES |

Action 7: Promote increased volume and higher standards of creative arts and media applications to internal and related competitive calls

| PERSONS RESPONSIBLE              | ACTION DEADLINE | NOTES                        |
|----------------------------------|-----------------|------------------------------|
| DEVELOPMENT MANAGER WITH FELLOWS | Yr 1 & ONGOING  | ABBEST<br>IOT SECTOR STRAND1 |

| Action 8: Liaise with technology specialists to develop technology-based collaborative / translational PhD pathways |                 |   |
|---|-----------------|---|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES   |
| DEVELOPMENT MANAGER   | Yr 1-2          | NDRC & TRANSLATIONAL RESEARCH<br>COMPUTER SCIENCE UNTIS |

| Action 9: Design new doctoral models and programmes e.g. music and performing arts, industry based and translational research doctorates. |                 |  |
|---|-----------------|--|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES  |
| DEVELOPMENT MANAGER   | JUNE 2009       | FP7 GRADTRAD<br>PUBLIC AUTHORITIES & CREATIVE INDUSTRIES<br>INDUSTRY & TRANSLATIONAL RESEARCH TEAM |

OBJECTIVE 4.2 PROMOTE AND ACHIEVE EXTERNAL RESEARCH FUNDING SUCCESS (TARGET OF €1M FROM INDUSTRY, NATIONAL, AND EUROPEAN SOURCES)

| Action 1: To apply for funded collaborative projects facilitating multi-disciplinary and international R & D. |                 |   |
|---|-----------------|---|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES   |
| DEVELOPMENT MANAGER   | JUNE 2010       | MOBILISE & EU- CANADA<br>PRINCIPLE INVESTIGATORS & FP7 IIF<br>FP7 PROGRAMME |

| Action 2: To seek funding for an international principle investigator and host an esteemed researcher to the school: |                 |   |
|--|-----------------|---|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES   |
| DEVELOPMENT MANAGER  | JUNE 2010       | FP7 International Incoming Fellowships (IIF) for 1-2 yrs with optional return for 1 yr.<br>IRCHSS Senior Research Fellowships valued at 42k.) |

| Action 3: To action a proposal on META research between countries in the EU regarding core ideas on aspects of the research enterprise. To scope out regional specificities that we can undertake under the broader remit of a European Joint Research Project. |                 |   |
|---|-----------------|---|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES   |
| DEVELOPMENT MANAGER WITH DEAN   | JUNE 2010       | FP7 People Programme / Marie Curie Actions, HERA Joint Research Programme |

| Action 4: To engage in joint applications with industry involvement and SME's |                 |   |
|---|-----------------|---|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES   |
| DEVELOPMENT MANAGER WITH DEAN   | JUNE 2010       | FP7 People Programme / Marie Curie Actions, IAPPs |

| Action 5: To investigate researcher fellowship schemes for GradCAM |                 |   |
|--|-----------------|---|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES   |
| DEVELOPMENT MANAGER  | JUNE 2009       | Fulbright<br>Potential emergence of Erasmus PhD |

| Action 6: To engage in joint applications on joint research projects through the EU scheme HERA |                 |   |
|---|-----------------|---|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                                   |
| DEVELOPMENT MANAGER   | JUNE 2010       | TO ACCESS AND BE NAMED ON JRPS UNDERWAY |

| Action 7: To engage in joint applications on FP7 People Programme / Marie Curie Actions, ITN's |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
|  |                 |       |

|                     |           |                                       |
|---------------------|-----------|---------------------------------------|
| DEVELOPMENT MANAGER | JUNE 2009 | A SECOND APP TO BE MADE WHEN POSSIBLE |
|---------------------|-----------|---------------------------------------|

Action 8: To action a proposal that will initiate industry partnership with GradCAM, foster studentships, and provide the scope for two-way secondment of staff to enhance GradCAM staffing profile

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES  |
|---------------------|-----------------|--|
| DEVELOPMENT MANAGER | ANNUAL          | REVIEW ANNUALLY E.g. FP7 People Programme / Marie Curie Actions IAPP's<br>E.g. Industry – Glen Dimplex, SMEs, NDRC |

Action 9: To build a collaboration with a new industry partner: target of one new partner per annum

| PERSONS RESPONSIBLE | ACTION DEADLINE          | NOTES                        |
|---------------------|--------------------------|------------------------------|
| DEVELOPMENT MANAGER | ANNUAL - REVIEW ANNUALLY | PUBLIC AUTHORITIES<br>OTHER. |

#### OBJECTIVE 4.3 SEED NEW VENTURES

Action 1: To secure long term sustainability of GradCAM with provision of facilities to consolidate and enable internal growth through the following sources: HEA Facilities Enhancement Scheme and PRTL Cycle V.

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES                        |
|---------------------|-----------------|------------------------------|
| DEAN & DEVELOPMENT  | REACTIVE        | DEPENDENT ON TIMING OF CALLS |

Action2: To generate cooperation projects with academic partners to facilitate project development in the performing arts.

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEAN & DEVELOPMENT  | JUNE 2010       |       |

Action 3: To action a project proposal for joint artistic doctoral programmes in performance of traditional musics & contemporary applications. E.g. 3 Institutes from Irl, UK, Nordic countries from GRADCAM, UL, UU, RSAMD, Sibelius Academy, FP7 People Programme / Marie Curie Actions, ITN's

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEVELOPMENT MANAGER | JUNE 2009       |       |

Action 4: To build or significantly enhance a research team in each institutional partner that drives a key new research initiative addressing local-institutional strategic priorities.

| PERSONS RESPONSIBLE                         | ACTION DEADLINE | NOTES         |
|---|-----------------|---------------|
| STANDING COMMITTEE WITH DEVELOPMENT MANAGER | ONGOING         | ANNUAL REVIEW |

#### OBJECTIVE 4.4 COLLABORATIVE CAPITAL PROJECT PLANNING

Action 1: Establish a clear picture of future research capital infrastructure needs to bed-in collaboration between institutions

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES                     |
|---------------------|-----------------|---------------------------|
| DEAN & DEVELOPMENT  | ONGOING         | ANNUALLY RENEWED DOCUMENT |

#### OBJECTIVE 4.5 PROMOTE GREATER LEVELS OF RESEARCH FUNDING ACROSS THE CREATIVE ARTS AND MEDIA SECTOR

Action 1: Build relationships with key funders and agencies

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES             |
|---------------------|-----------------|-------------------|
| DEVELOPMENT MANAGER | ONGOING         | SEMESTERLY REVIEW |

| Action 2: Achieve key break-through funding at modest levels in order to establish precedent for future more ambitious funding |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN & DEVELOPMENT   | JUNE 2010       |       |

| Action 3: Provide shared access to best practice exemplars of funding proposal development |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEVELOPMENT MANAGER  | JUNE 2009       |       |

| Action 4: Build credibility and legibility for creative arts and media research through public events, publication and public communications. |                 |                            |
|---|-----------------|----------------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                      |
| DEAN  | ONGOING         | SEMESTERLY OUTPUT REQUIRED |

OBJECTIVE 4.6 Further develop culture of collaboration with industry.  
Key target: 95% retention of industry partners.

| Action 1: Public communications use to enhance application and recruitment levels, with a target increase of 20% growth per annum and an enhanced international recruitment level of 30% of intake in 2010 |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEVELOPMENT MANAGER  |                 |       |

| ACTION 2: Facilitate researchers and intending phd researchers to successfully bid for competitive research funding |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| FELLOWS ASSISTED BY DM  |                 |       |

| Action 3: To increase capacity by developing proposals with individuals for funded phd research |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| FELLOWS ASSISTED BY DM  |                 |       |

| ACTION 4: To stimulate internal funded studentships from institutions |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| FELLOWS ASSISTED BY DM  |                 |       |

| Action 4: To negotiate funded studentships from industry with a target of 2 per annum by 2011 |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEVELOPMENT MANAGER   | Yr 2            |       |

| Action 5: To develop and and implement an international recruitment strategy |                 |  |
|--|-----------------|--|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES  |
| DEVELOPMENT MANAGER  | 2009            | TO RESEARCH INSITUTIONAL STRATEGIES UNDERWAY<br>TO HARMONISE APPROACHES AND CO DELIVER ON<br>RECRUITMENT PROGRAMMES WITH PARTNER INSITUTES |

| Action 7: Promote increased volume and higher standards of creative arts and media applications to internal and related competitive calls |                 |        |
|---|-----------------|--------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES  |
| DEVELOPMENT MANAGER WITH  | Yr 1 & ONGOING  | ABBEST |

|         |  |                    |
|---------|--|--------------------|
| FELLOWS |  | IOT SECTOR STRAND1 |
|---------|--|--------------------|

|   |                 |   |
|---|-----------------|---|
| Action 8: Liaise with technology specialists to develop technology-based collaborative / translational PhD pathways |                 |   |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES   |
| DEVELOPMENT MANAGER   | Yr 1-2          | NDRC & TRANSLATIONAL RESEARCH<br>COMPUTER SCIENCE UNTIS |

|   |                 |  |
|---|-----------------|--|
| Action 9: Design new doctoral models and programmes e.g. music and performing arts, industry based and translational research doctorates. |                 |  |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES  |
| DEVELOPMENT MANAGER   | JUNE 2009       | FP7 GRADTRAD<br>PUBLIC AUTHORITIES & CREATIVE INDUSTRIES<br>INDUSTRY & TRANSLATIONAL RESEARCH TEAM |

OBJECTIVE 4.2 PROMOTE AND ACHIEVE EXTERNAL RESEARCH FUNDING SUCCESS (TARGET OF €1M FROM INDUSTRY, NATIONAL, AND EUROPEAN SOURCES)

|   |                 |   |
|---|-----------------|---|
| Action 1: To apply for funded collaborative projects facilitating multi-disciplinary and international R & D. |                 |   |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES   |
| DEVELOPMENT MANAGER   | JUNE 2010       | MOBILISE & EU- CANADA<br>PRINCIPLE INVESTIGATORS & FP7 IIF<br>FP7 PROGRAMME |

|  |                 |  |
|--|-----------------|--|
| Action 2: To seek funding for an international principle investigator and host an esteemed researcher to the school: |                 |  |
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES  |
| DEVELOPMENT MANAGER  | JUNE 2010       | FP7 International Incoming Fellowships (IIF) for 1-2 yrs with optional return for 1 yr. IRCHSS Senior Research Fellowships valued at 42k.) |

|   |                 |   |
|---|-----------------|---|
| Action 3: To action a proposal on META research between countries in the EU regarding core ideas on aspects of the research enterprise. To scope out regional specificities that we can undertake under the broader remit of a European Joint Research Project. |                 |   |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES   |
| DEVELOPMENT MANAGER WITH DEAN   | JUNE 2010       | FP7 People Programme / Marie Curie Actions, HERA Joint Research Programme |

|   |                 |   |
|---|-----------------|---|
| Action 4: To engage in joint applications with industry involvement and SME's |                 |   |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES   |
| DEVELOPMENT MANAGER WITH DEAN   | JUNE 2010       | FP7 People Programme / Marie Curie Actions, IAPPs |

|  |                 |   |
|--|-----------------|---|
| Action 5: To investigate researcher fellowship schemes for GradCAM |                 |   |
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES   |
| DEVELOPMENT MANAGER  | JUNE 2009       | Fulbright<br>Potential emergence of Erasmus PhD |

|   |                 |   |
|---|-----------------|---|
| Action 6: To engage in joint applications on joint research projects through the EU scheme HERA |                 |   |
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                                   |
| DEVELOPMENT MANAGER   | JUNE 2010       | TO ACCESS AND BE NAMED ON JRPS UNDERWAY |

|  |  |  |
|--|--|--|
| Action 7: To engage in joint applications on FP7 People Programme / Marie Curie Actions, ITN's |  |  |
|--|--|--|

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES                                 |
|---------------------|-----------------|---------------------------------------|
| DEVELOPMENT MANAGER | JUNE 2009       | A SECOND APP TO BE MADE WHEN POSSIBLE |

| Action 8: To action a proposal that will initiate industry partnership with GradCAM, foster studentships, and provide the scope for two-way secondment of staff to enhance GradCAM staffing profile |                 |  |
|---|-----------------|--|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES  |
| DEVELOPMENT MANAGER   | ANNUAL          | REVIEW ANNUALLY E.g. FP7 People Programme / Marie Curie Actions IAPP's<br>E.g. Industry – Glen Dimplex, SMEs, NDRC |

| Action 9: To build a collaboration with a new industry partner: target of one new partner per annum |                          |                              |
|---|--------------------------|------------------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE          | NOTES                        |
| DEVELOPMENT MANAGER   | ANNUAL - REVIEW ANNUALLY | PUBLIC AUTHORITIES<br>OTHER. |

#### OBJECTIVE 4.3 SEED NEW VENTURES

| Action 1: To secure long term sustainability of GradCAM with provision of facilities to consolidate and enable internal growth through the following sources: HEA Facilities Enhancement Scheme and PRTL Cycle V. |                 |                              |
|---|-----------------|------------------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                        |
| DEAN & DEVELOPMENT  | REACTIVE        | DEPENDENT ON TIMING OF CALLS |

| Action2: To generate cooperation projects with academic partners to facilitate project development in the performing arts. |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN & DEVELOPMENT   | JUNE 2010       |       |

| Action 3: To action a project proposal for joint artistic doctoral programmes in performance of traditional musics & contemporary applications. E.g. 3 Institutes from Irl, UK, Nordic countries from GRADCAM, UL, UU, RSAMD, Sibelius Academy, FP7 People Programme / Marie Curie Actions, ITN's |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEVELOPMENT MANAGER   | JUNE 2009       |       |

| Action 4: To build or significantly enhance a research team in each institutional partner that drives a key new research initiative addressing local-institutional strategic priorities. |                 |               |
|--|-----------------|---------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES         |
| STANDING COMMITTEE WITH DEVELOPMENT MANAGER  | ONGOING         | ANNUAL REVIEW |

#### OBJECTIVE 4.4 COLLABORATIVE CAPITAL PROJECT PLANNING

| Action 1: Establish a clear picture of future research capital infrastructure needs to bed-in collaboration between institutions |                 |                           |
|--|-----------------|---------------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES                     |
| DEAN & DEVELOPMENT   | ONGOING         | ANNUALLY RENEWED DOCUMENT |

#### OBJECTIVE 4.5 PROMOTE GREATER LEVELS OF RESEARCH FUNDING ACROSS THE CREATIVE ARTS AND MEDIA SECTOR

| Action 1: Build relationships with key funders and agencies |                 |                   |
|---|-----------------|-------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES             |
| DEVELOPMENT MANAGER   | ONGOING         | SEMESTERLY REVIEW |

| Action 2: Achieve key break-through funding at modest levels in order to establish precedent for future more ambitious funding |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN & DEVELOPMENT   | JUNE 2010       |       |

| Action 3: Provide shared access to best practice exemplars of funding proposal development |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEVELOPMENT MANAGER  | JUNE 2009       |       |

| Action 4: Build credibility and legibility for creative arts and media research through public events, publication and public communications. |                 |                            |
|---|-----------------|----------------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                      |
| DEAN  | ONGOING         | SEMESTERLY OUTPUT REQUIRED |

#### OBJECTIVE 4.6 DEVELOP CULTURE OF COLLABORATION WITH INDUSTRY: Target of 95% retention of industry partners

| Action 1: Articulate set of aims and objectives re: optimum relationships with industry within our core themes |                 |   |
|--|-----------------|---|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES   |
| DEAN & DEVELOPMENT   | FEB 2009        | To define succinctly what we want and how we will operate); |

| Action 2: Identify appropriate industry partners with regard to our core themes (and/or particular research projects where appropriate e.g., Topaz, NGO, or private funds. |                 |                     |
|--|-----------------|---------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES               |
| DEAN & DEVELOPMENT   | JUNE 2009       | REVIEWED SEMESTERLY |

| Action 3: Integrate industrial partners into GradCAM processes and structures to ensure retention. |                 |                   |
|--|-----------------|-------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES             |
| DEAN & DEVELOPMENT   | ONGOING         | REVIEWED ANNUALLY |

#### OBJECTIVE 4.7 ASSIST AND SUPPORT BUSINESS INCUBATION AND GRADUATE DEPLOYMENT IN THE DOMAIN.

| ACTION 1: Identify already existing incubation units/campus companies/opportunities within host institutions e.g. Media Cube (IADT), DMC (DIT), NDRC (NCAD/IADT) |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEVELOPMENT MANAGER  | JUNE 2009       |       |

| Action 2: Establish the parameters of the existing relationship with host institutions and identify opportunities to improve synergies? |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEVELOPMENT MANAGER   | JUNE 2009       |       |

| Action 3: Identify and articulate potential role for GradCAM within established relationships; |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEVELOPMENT MANAGER  | JUNE 2010       |       |

Action 4: Internships: identify pre-existing business/industry/professional networks where potential internships/placements might be negotiated (DLRCOCO) (Dublin City Council, IDI, ELIA, CILECT)

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEVELOPMENT MANAGER | JUNE 2009       |       |

Action 5: Draw up a set of procedures and protocols around internships length of placement; payment, expectations (on both sides) any IP issues; transport and accommodation costs (if overseas) etc

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEVELOPMENT MANAGER | JAN 2009        |       |

Action 6: Identify measurables by which the placement/internship can be assessed and evaluated – part of Academic QA issues

| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
|---------------------|-----------------|-------|
| DEAN & DEVELOPMENT  | JAN 2009        |       |

## AIM 5 Practice as we teach – be a learning organization.

### Establish a collaborative learning environment and operational culture that generates a critically innovative, change-responsive and dynamic learning organization.

|                      |   |
|----------------------|---|
| <b>OBJECTIVE 5.1</b> | Establish peer-community of researchers as the core resource.   |
| <b>OBJECTIVE 5.2</b> | Promote transferable skills development and acquisition by School team (e.g. Project Management)                      |
| <b>OBJECTIVE 5.3</b> | Promote effective communications and ensure shared understanding of mission and context by team and key stakeholders. |
| <b>OBJECTIVE 5.4</b> | Promote professional development and individual research development.   |
| <b>OBJECTIVE 5.5</b> | Establish formal and informal spaces of idea generation and tactical planning.  |

#### OBJECTIVE 5.1 ESTABLISH PEER-COMMUNITY OF RESEARCHERS AS THE CORE RESOURCE.

| Action 1: Create regular schedule of interaction and attach responsibility to each participant to programme a component. |                 |                |
|--|-----------------|----------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES          |
| DEAN   | ONGOING         | REVIEW MONTHLY |

| Action 2: Establish regular house-keeping dialogue that provides forum for testing issues as they arise and promote reflective dialogue on peer culture principles within this. |                 |                |
|---|-----------------|----------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES          |
| FELLOWS   | ONGOING         | REVIEW MONTHLY |

| Action 3: Develop collaborative authorship of programme content evidenced in specific innovative programme developments each semester. |                 |                |
|--|-----------------|----------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES          |
| FELLOWS  | ONGOING         | REVIEW MONTHLY |

| Action 4: Make explicit the commitment to peer dialogue in all literature and programme content. |                 |                   |
|--|-----------------|-------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES             |
| DEAN   | ONGOING         | REVIEW SEMESTERLY |

#### OBJECTIVE 5.2 PROMOTE TRANSFERABLE SKILL DEVELOPMENT AND ACQUISITION BY SCHOOL TEAM

| Action 1: Interested staff to attend (free) DIT run courses - available on DIT website - or - in house / tailored package |                 |                   |
|---|-----------------|-------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES             |
| STANDING COMMITTEE  | ONGOING         | REVIEW SEMESTERLY |

| Action 2: Improved financial management and budgeting skills: Interested staff to identify needs / requirements in discussion with the School Administrator |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEAN SCHOOL ADMINISTRATOR   | JUNE 2009       |       |

| Action 3: Excel - interested researchers to attend DIT run courses - available through DIT website |                 |       |
|--|-----------------|-------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES |
| DEAN SCHOOL ADMINISTRATOR  | JUNE 2009       |       |

|  |  |  |
|--|--|--|
| Action 4: Dreamweaver – staff and researchers wishing to contribute to web-presence to |  |  |
|--|--|--|

| attend.             |                 |       |
|---------------------|-----------------|-------|
| PERSONS RESPONSIBLE | ACTION DEADLINE | NOTES |
| DEAN                | SEPT 2008       |       |

| Action 5: Agresso - POs / GRNs - School Administrator to acquire advanced competencies. |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| SCHOOL ADMINISTRATOR  | JUNE 2009       |       |

**OBJECTIVE 5.3 PROMOTE EFFECTIVE COMMUNICATIONS AND SHARED UNDERSTANDING OF MISSION AND CONTEXT BY TEAM AND KEY STAKEHOLDERS.**

| Action 1: Implement a two-way communication between GradCAM and key funding agencies to ensure up to date intelligence and briefing on targeted funding programmes. |                 |                |
|---|-----------------|----------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES          |
| DEVELOPMENT MANAGER   | ONGOING         | REVIEW MONTHLY |

| Action 2: Provide internal briefings for GradCAM team on issues arising for targeted funding programmes. |                              |   |
|--|------------------------------|---|
| PERSONS RESPONSIBLE  | ACTION DEADLINE              | NOTES   |
| DEVELOPMENT MANAGER  | ONGOING<br>REVIEW SEMESTERLY | DM BRIEFING SESSIONS<br>Inputs from Contact Points & program managers |

| Action 3: Identify and register external workshops on targeted funding programmes. |                 |                   |
|--|-----------------|-------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES             |
| DEVELOPMENT MANAGER  | ONGOING         | REVIEW SEMESTERLY |

| Action 4: Deliver all staff-tailored inhouse workshop / lecture on IP issues for creative arts and media research |                 |       |
|---|-----------------|-------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES |
| DEVELOPMENT MANAGER   | SEPTEMBER 2009  |       |

| Action 5: Generate published outputs to position GradCAM as a significant player in new policy and/ or project development: |                                    |  |
|---|------------------------------------|--|
| PERSONS RESPONSIBLE   | ACTION DEADLINE                    | NOTES  |
| STANDING COMMITTEE  | ONGOING<br>ONE OUTPUT PER SEMESTER | All staff-tailored in-house workshop / lecture.<br>E.g. Culture & the knowledge economy, culture and the politics of post-conflict societies, culture & urban regeneration, culture & the rural economy. |

| Action 6: Generate published outputs rooted in critical investigation of Creative Industries models, policy and practice. Use this as a basis for scoping external roles and policy impacts for GradCAM team. |                 |                         |
|---|-----------------|-------------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES                   |
| STANDING COMMITTEE  | ONGOING         | ONE OUTPUT PER SEMESTER |

**OBJECTIVE 5.4 PROMOTE PROFESSIONAL DEVELOPMENT AND INDIVIDUAL RESEARCH DEVELOPMENT**

| Action 1: All members of School team to be supported in initiating doctoral track studies or complete current programmes of studies as appropriate to their role within the team. |                 |                |
|---|-----------------|----------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES          |
| DEAN  | ONGOING         | REVIEW MONTHLY |

| Action 2: School team members to forward initial T&D requirements & costs to School Administrator |                 |                     |
|---|-----------------|---------------------|
| PERSONS RESPONSIBLE   | ACTION DEADLINE | NOTES               |
| STANDING COMMITTEE  | ONGOING         | SEMESTERLY DEADLINE |

| Action 3: School team members to be supported in increasing publication and research outputs - 3/4 pa - book within 3 years. Establish appropriate supports through dialogue at Standing Committee and Board of Studies. |                 |   |
|--|-----------------|---|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES   |
| DEAN   | ONGOING         | PROCESS DEFINED IN JUNE 2009: REVIEW ANNUALLY |

| Action 4: Concrete involvement in a team research project through a micro-project delivered by the team as a unit. |                 |                           |
|--|-----------------|---------------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES                     |
| STANDING COMMITTEE   | SEPT 2009       | COMMENCED BY JANUARY 2009 |

OBJECTIVE 5.5 ESTABLISH FORMAL + INFORMAL SPACES OF IDEA GENERATION AND TACTICAL PLANNING.

| Action 1: Establish a recurrent Friday (e.g. second Friday of the month) slot for informal group activity. |                 |                            |
|--|-----------------|----------------------------|
| PERSONS RESPONSIBLE  | ACTION DEADLINE | NOTES                      |
| FELLOWS  | ONGOING         | COMMENCED BY NOVEMBER 2009 |

## **PART 3**

### **SUPPLEMENTARY DOCUMENTS**

## GLOSSARY

### ACCREDITATION

**ACTION** a concrete and demonstrable undertaking. (Reflection is not an action in this precise sense.)  
**SMART ACTIONS** planned actions that are specific, measurable, achievable, relevant, and time-bound. It is possible to unambiguously identify if these actions have taken place.

**AIM** this is a high level and generalised description of a desired outcome to a given undertaking.

**CREATIVE ARTS AND MEDIA** refers to the broad domain of design practice, practice across the arts, creative media content and service development, and the technical, critical, theoretical and historical underpinnings of these disciplines/practices (HEA/Forfas Report 2005).

### CREATIVE INDUSTRIES

### CULTURAL INDUSTRIES

### EFT

### EXCELLENCE

**GOAL** this is a general statement of aim or purpose.

**LEARNING ORGANISATION** a phrase coined in the 1980s which describes an organisational culture oriented around experimentation, adaptation, and the development of new ways of operating in an unpredictable context: an organisation that enacts change by flexibly accommodating and actively seeking new ideas, new methods, and new contexts. The learning organisation is a process rather than a product; the learning organisation has emergent form, it is not fully formed *ab initio*; the learning process is actualised at individual, collective and structural levels; and there is a dialectic between individual learning and collective/organisational change.

**MISSION** the overriding purpose of the organisation or project. This is believed to enable decision-making, planning and the co-ordination of collaborative effort across diverse activities and teams.

**OBJECTIVE** a more precise statement of a goal so as to make more concrete the meaning of the general aim described. Typically a high-level aim may be interpreted as a series of lower-level and more specific objectives.

**POLICY** a statement or set of guidelines or principles. A policy is what is, or what is not done. It thus implies a rule of some kind or a guide, whereas a strategy is the method used to accomplish a goal as prescribed by a policy or a mission. Policy is not generally construed as 'project' or mission, but rather as a way of going about things such as how to implement a project or how to go about pursuing a mission. A mission or project can in principle be brought to a conclusion whereas a policy does not come to a conclusion: it merely ceases to be applied or is superseded some way.

**QUALITY** 'Definitions of quality in higher education vary from one stakeholder to another—faculty, administrators, board members, staff, students, parents, alumni, graduate and professional schools, future employers, and the surrounding community, all have definitions of quality that will vary at least in some small way and, in other instances, to a very large degree. Of course, all these definitions are directly related to expectations that can sometimes be stated quite clearly by the different groups. These differences can be very pronounced and even contradictory to one another on occasion.'  
**QUALITY** will be employed here as a place-holder for the **value of 'critically reflexive practice and value-questioning.'**

**QUALITY ASSURANCE** the activities and processes that seek to ensure quality: the practice of questioning what we are doing, how we are doing it, why we are doing it, and what our doing of it 'does'.

**QUALITY ENHANCEMENT** the action of making things better - and even significantly different perhaps.

QUALITY IMPROVEMENT the action of making things better.

REGISTRATION

RESEARCH

STRATEGIC PLAN a statement of long term goals along with a definition of the strategies and policies which will ensure achievement of these goals.

STRATEGY refers to a course of action, including the specification of resources required, to achieve a goal. The word can simultaneously refer to a plan, a process, or an outcome. For our purposes a strategy is an attempt to arrange our resources so as to achieve maximal output and progress against our goals. Effective strategy typically works backwards. Answer the big question first: 'what is the desired outcome?' then consider the components of the desired outcome and the measures needed: for each of these: 'what steps must be taken to get there?'

STRUCTURED DOCTORATE

TACTIC a localised action or set of actions - this may or may not be in the service of a strategy or reactive to an emergent or changing situation. Tactic is differentiated from strategy in that strategy suggests longer-term direction.

TARGET a measurable attribute that specifies the successful completion of an action.

VALIDATION

## Appendix A: SWOT ANALYSIS SUMMARY

### Strengths

- People – a concentration of highly motivated, exceptionally creative and highly competent people.
- Effectiveness – a demonstrated ability to develop, deliver and get things done.
- Networked – extensive networks of personal and professional connections across Europe.
- More than ‘academic’ – a broad skill-set that is academic and rooted in creative practices.

### Weaknesses

- Uneven distribution of research development and delivery experience in immediate constituency.
- Incompletely defined fit and interface with institutions - only partially embedded.
- Not easily legible to key stakeholders in terms of remit, role, function and benefit – communications gap.
- Persistence of legacy ‘undergraduate teaching’ practices and behaviours inappropriate to research culture.

### Opportunities

- Access to broad and diverse mix of people, disciplines and resources.
- Relative autonomy, mobility and flexibility of response and initiative-taking.
- Remit for leadership and opportunity for innovation and experimentation.
- Others emergent needs fit well our offering and our goals.

### Threats

- Truncated operating cycle relative to research life-cycle.
- Potential disconnect from institutional day-to-day operational culture.
- Risk of over-extension and dispersal of limited resources across diffuse expectations.
- Risk of settling into a reactive operational culture that deprives us of agency.

## Appendix B: AIMS AS SPECIFIED PER PRTL I V

1. Promote research excellence in design, visual and performing arts, creative/digital media, and the technical, critical, theoretical and historical underpinnings of these disciplines/practices via doctoral programmes, research and graduate training;
2. Correlate national and institutional priorities and goals via effective collaborations with relevant national and international agencies cultural organisations, and international networks to share knowledge and resources;
3. Add value to other capabilities and initiatives by establishing national guidelines for domain-specific PhD training and research via new and innovative curriculum and pedagogical approaches;
4. Support high quality human capital formation via growing numbers of graduates and researchers, partnerships, and visiting scholars programmes;
5. Fill gaps in the national research infrastructure via high-level world-class research and scholarly output across the creative arts and media sector.

## Appendix C: OVERVIEW OF IMPLEMENTATION TO DATE

The implementation of the School has been documented in detail through the regular Dean's reports to the Board of Management available online at [www.gradcam.ie/management/index.php](http://www.gradcam.ie/management/index.php)

### Summary Overview

| Month    | Action  |
|----------|---|
| October  | Staff recruitment process initiated.  |
| November | Interim Dean appointed.<br>Researcher recruitment process initiated.<br>Website live.<br>Implementation plan presented.   |
| December | Recruitment activities, interviews, offers etc.<br>Programme developed.<br>UU liaison and planning meeting.   |
| January  | Researcher recruitment process concluded.<br>Handbook and programme documented.<br>NCAD, IADT and DIT fellows appointed.<br>Development Manager and School Administrator appointed.<br>Board of Studies convened.                               |
| February | Programme commencement.<br>Spring semester international visiting fellow appointed.<br>Equipment purchase and office set-up processes initiated.  |
| March    | National Launch (newspaper coverage generated).<br>Curating degree zero project.<br>3 x Strand 1 applications generated.<br>Proposal development workshop.<br>Strategic planning process initiated.   |
| April    | School accommodations resolved.<br>Supervisor consultation workshop.<br>Draft National Guidelines for PBR generated.  |
| May      | International Launch and Conference.<br>Conclusion of first semester of training.<br>Newspaper and radio coverage achieved.   |
| June     | Strand III funding application.<br>Proposal development workshop.<br>Semesterly review and autumn semester planning.  |
| July     | UU liaison and planning meeting.<br>UU collaborative funding application.<br>Draft strategic plan generated.<br>3 x IRCHSS funding application.<br>Website re-designed and implemented.<br>Office set-up concluded with land-line installation. |
| August   | FP7 Marie Curie funding application.<br>Cost model generated.<br>Complete terms and conditions framework generated.<br>Draft strategic plan completed.<br>Revised Draft National Guidelines for PBR generated.                                  |

## Appendix D: WEBSITE DEVELOPMENT

The key communications strategy employed by the School is the use of a website. The website is updated on a daily basis during programme delivery and on a weekly basis at other times.

The re-design of the school's website was based on feedback from stakeholders and was informed by day-to-day operational experience. The key goals for the future development of the website are:

- (i) to foster a meaningful 'blogging' process among the researchers;
- (ii) to augment the value of the website resources by developing an 'occasional papers series' that addresses the needs of the larger HE sector by providing a space of critical discussion on general operational, strategic and policy issues;
- (iii) to implement an on-line teaching practice through the website;
- (iv) to construct sub-sites for specific purposes; and
- (v) to develop enhanced functionality (RSS feeds, mobile device versions of the site, enhanced usability features etc.)

In terms of operational tasks it is proposed to:

- (i) develop basic web-content authoring and uploading competencies in all staff active in the School.
- (ii) support the School Administrator to develop web administration competencies.

In terms of longer term goals it is proposed to:

- (i) source resources to support a web administrator role.