

# **Programme Validation Report**

Master of Arts in Design for Change:
Social Design | Ecological Design | Design Futures

#### **Programme Validation Report for:**

#### **Principle Programme(s)**

Master of Arts in Design for Change: Social Design Master of Arts in Design for Change: Ecological Design Master of Arts in Design for Change: Design Futures

[Level 9, 90 ECTS]

#### **Exit Award Programmes:**

Postgraduate Diploma in Design for Change: Social Design Postgraduate Diploma in Design for Change: Ecological Design Postgraduate Diploma in Design for Change: Design Futures [Level 9, 60 ECTS]

#### Stand-alone Module - Leading to a Minor Award:

Certificate in Critical Design Philosophies Certificate in Ecological Design Certificate in Speculative Design Futures [Level 9, 10 ECTS]

Date of Panel: 13 September 2023
Date of Report: 19 September 2023

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# **Part 1 Introduction**

## 1.1 Evaluators

Name	Role	Affiliation
Dr Yvonne Kavanagh	Chair	Head of Engineering Research, SETU
Mr Adam Cooke	Academic Expert	Lecturer, Technology For Social Good, School of Digital
		Arts, Manchester Metropolitan University
Ms Louise Cooper	Industry Expert	Innovation Lead, Shift Design

#### 1.2 Overall Recommendations

Provider Name	Dun Laoghaire Institute of Art, Design + Technology (IADT)
Date of Panel Meeting	13 September 2023
Date of Report	22 September 2023

Principal	Title(s)	Master of Arts in Design for Change: Social Design
Programme(s)	Title(3)	Master of Arts in Design for Change: Ecological Design
r rogramme(s)		Master of Arts in Design for Change: Design Futures
	Award	Master of Arts
	11116.16.	
	Credit	90 ECTS ***
	ISCED Code	
	Recommendation	Satisfactory
	Satisfactory OR	
	Satisfactory subject to	
	proposed conditions OR	
Evit Award(s)	Not Satisfactory	Postgraduate Diploma in Design for Changes Social Design
Exit Award(s)	Title(s)	Postgraduate Diploma in Design for Change: Social Design
		Postgraduate Diploma in Design for Change: Ecological Design
		Postgraduate Diploma in Design for Change: Design Futures
	Award	Postgraduate Diploma
	Credit	60 ECTS
	ISCED Code	
	Recommendation	Satisfactory
	Satisfactory OR	
	Satisfactory subject to	
	proposed conditions OR	
	Not Satisfactory	
Standalone	Title(s)	Certificate in Critical Design Philosophies
Module(s)		Certificate in Ecological Design
leading to a		Certificate in Speculative Design Futures
minor award	Award	Certificate
	Credit	10 ECTS
	ISCED Code	
	Recommendation	Satisfactory
	Satisfactory OR	
	Satisfactory subject to	
	proposed conditions OR	
	Not Satisfactory	

# 1.3 Principal Programme:

**Master of Arts in Design for Change:** 

Social Design | Ecological Design | Design Futures

Names of Centres where the programmes are to be provided	Maximum Number of Learners (per centre)	Minimum Number of Learners
Dún Laoghaire Institute of Art, Design and Technology (IADT), Kill Avenue, Dún Laoghaire, Co. Dublin	15	12
George Brown University, Toronto, Canada	15	12

Enrolment Interval	Date of First Intake	September 2023	
(normally 5 years)	Date of Last Intake	September 2028	
Maximum number of	1		
annual intakes			
Maximum total	12		
number of learners per			
intake			
Programme duration	45 weeks		
(months from start to			
completion)			
Target learner groups	This programme is intended for learners:		
	who have successfully completed a primary degi		
	Postgraduate diploma; and who are interested in		
	emerging field of Design for Change. The progra the needs of industry for graduates with the req	•	
	knowledge, skills and competencies to work with		
	broader design, technology and professional ser	· ·	
	pathways provide additional skills sought by indi	· ·	
	develop a specific career focus.	astry and enable stadent to	
Approved countries of	Ireland and Canada		
provision			
Delivery mode – Full-	Full-Time		
time/Part-time			
The teaching and	Studio, Field work, classroom and collaborative I	ab-based learning with	
learning modalities	additional online supports		
Brief synopsis of the	The IADT <i>MA in Design for Change</i> is a 90 credit, full-time, 18 month-long		
programme (e.g. who	programme, offering a unique combination of critical, creative and practical		
is it for, what is it for,	skills. It is a one-of-a-kind programme that integrates academic excellence,		
what is involved for	professional development, and real world practical experience.		
learners, what it leads	It is designed to offer a systematic and in-depth		
to)	strategy, and to develop critical awareness of de	•	
	individually and within small teams, students acc		
	competencies in key areas, such as design resea	rcn, integrated design processes,	

design strategy and emerging areas of design which include design for social, ecological and future change.

The practical design element is complemented by academic research and a critical component. The distinct nature of the programme allows students to also build a network of professional contacts within the creative sector, and gain professional experience through work with industry partners and associates and participation in public events and activities.

The programme emphasises thinking and making, with every project taking a holistic, systems and strategic design approach that result in tangible outcomes. Projects are selected, negotiated and designed to develop the problem solving, collaboration, design and critical thinking skills of the students.

An international collaboration, developed by two established centres of excellence, the curriculum is carefully crafted to allow students to both learn and apply models and theories of design strategy using real case studies with global significance. Throughout the process, students have on-going access to a large list of industry professionals, expert advisors, and faculty from a wide range of design disciplines.

Graduate career pathways include traditional design studios; technology sector (product development teams); professional services; non-for profits; government and private organisations, cultural institutions or their own enterprise or consulting service. Work specialisation areas include; product/service design, communication design, planning, architecture, design consultancy, design strategy, digital design, UX design, research and entrepreneurship in a variety of local and global enterprises.

Summary of	WTE <sup>1</sup>	Qualifications and Experience
specifications for	3 Qualified to at least MA level with specialist experience in	
teaching staff	Design, Design Strategy, Service Design, Product Design,	
		Visual Communication, User Experience Design.
	Visiting	Qualified to at least a Master of Arts in Design or a cognate
	Lecturers	relevant to the programme of study discipline or a person
		with at least 5 years practical and professional experience in
	design practice, service design and associated sectors.	
	Staff to Learning Activity Type	
Summary of	Staff to	Learning Activity Type
Summary of specifications for the	Staff to Learner Ratio	Learning Activity Type
specifications for the ratio of learners to		Learning Activity Type  Lectures
specifications for the	Learner Ratio	· , , , ,
specifications for the ratio of learners to	Learner Ratio 1:15	Lectures
specifications for the ratio of learners to	Learner Ratio 1:15 1:5 1:1	Lectures Seminars and thematic research groups

<sup>&</sup>lt;sup>1</sup> WTE is the whole-time equivalent number. The number 1 indicates a full-time person fully dedicated to the programme or a number of people whose time combined equals a full time person.

5 | P a g e

	Learners will also have access to the IADT library, including its flexible & collaborative work spaces, as well as other study spaces and computer labs outside of scheduled class time.
Work placements for	N/A
which credit is	
allocated	

#### 1.4 Embedded Programme

There will be no embedded awards.

However, consistent with IADT's access and progression policies, the programme incorporates an exit award of a Postgraduate Diploma in Design for Change upon the successful completion of 60ECTS. This award will also include the specialist pathway designation, such as: Postgraduate Diploma in Design for Change: Social Design etc.

#### 1.5 Standalone Module Leading to a Minor Award

The programme will offer 3 standalone modules leading to a minor awards as a level 9 certificate:

- Certificate in Critical Design Philosophies (10 ECTS) equivalence Module: Critical Design Philosophies.
- Certificate in Ecological Design (10 ECTS) equivalence Module: Applied Design in Ecological Design
- Certificate in Speculative Design Futures (10 ECTS) –equivalence Module: Applied Design in Design Futures

These three awards are modules from Year 1 of the Masters in Design for Change.

They will be advertised (with shorter names) via IADT's partnership in the Creative Futures

Academy with UCD and NCAD. The modules are an appropriate fit for the CFA portfolio and mission see <a href="https://creativefuturesacademy.ie/">https://creativefuturesacademy.ie/</a>

#### 1.6 Programmes being replaced

Pı	Programme being replaced (applicable to applications for revalidation)		
Co	ode	Title	Last Enrolment Date
D	L914	MA Design for Change	September 2023

## Part 2 Evaluation against the Validation Criteria

The programme presented for validation falls under the designated awarding body status and related quality assurances processes of IADT.

The Programme Validation meeting was conducted online on Wednesday 13 September 2023 using Microsoft TEAMs. The Programme Validation Panel met with the President, Assistant Registrar, Head of Faculty of Film, Art + Creative Technologies, and Programme Chairs and Faculty.

The Programme Validation Panel members were issued with the proposed Programme Document before the meeting. This document presents a proposal for the re-validation of a Master's Degree in Design for Change with three specialist pathways in Social Design, Ecological Design and Design Futures.

#### 2.1 Criterion 1

The provi	der is eligible to apply for validation of the programme
Satisfactory (Yes, No, Partially)	Comment
YES	Under the Qualifications and Quality Assurance (Education and Training) (Amendment) Act 2019 (Commencement) (No. 2) Order 2019 (SI No. 540 of 2019), made 5 November 2019, IADT may make awards up to Level 9 of the National Framework of Qualifications, and became a designated awarding body, on 1 January 2020.
	Following a review of the documentation provided and presentations and discussions with IADT Management and representatives from the Programme Team, the Programme Validation Panel were satisfied that IADT meets the prerequisites of the Qualifications and Quality Assurance (Education and Training) Act, 2012 and is eligible to apply for validation of the Master of Arts in Design for Change, with 3 pathways: Social Design / Ecological Design / Design Futures. The Panel were satisfied to recommend this programme for validation with 4 Commendations and 13 recommendations.

#### 2.2 Criterion 2

	The programme objectives and outcomes are clear and consistent with the awards sought	
Satisfactory (Yes, No, Partially)	Comment	
YES	The programme document sets out the rationale for this programme being a Level 9 MA in Design for Change. The core knowledge skills and competencies for Level 9 of the NFQ and are aligned with the appropriate discipline Award Standards.  Having considered and discussed the objectives and outcomes of the programme with the programme team, the Programme Validation Panel were satisfied that the aims and objectives are clearly defined in the programme proposal document, and this programme is consistent with the Master of Arts award sought.	

#### 2.3 Criterion 3

The programme concept, implementation strategy, and its interpretation of QQI awards standards are well informed and soundly based (considering social, cultural, educational, professional and employment objectives)

Satisfactory (Yes, No, Partially)	Comment
YES	The Programme Document represents the views of all relevant stakeholders, and the Faculty, Department and Programme Team developed the programme and learning outcomes informed by research, surveys, benchmarking against similar programmes, nationally and internationally and experience delivering the original programme since 2017. The programme's learning outcomes and related module learning outcomes have been mapped against the QQI awards standards for Art and design and media.  The Programme Validation Panel were satisfied that the programmes met the criteria around the concept, implementation, and interpretation of QQI standards.  Commendation #1  The Programme Validation Panel commended the Programme Team on presenting this programme's exciting, innovative and emerging aspects.  Commendation #2  The Programme Validation Panel noted that this programme is welcome and attractive to employers.

#### 2.4 Criterion 4

# The programme's access, transfer and progression arrangements are satisfactory

Satisfactory (Yes, No, Partially)	Comment
YES	The Programme Validation Panel were satisfied overall that the programme's access, transfer and progression arrangements are satisfactory.
	Recommendation #1  Articulate clearly in the programme documentation how students who transition into the programme, e.g. International/Erasmus students or those commencing on standalone Minor Awards, are inducted and supported throughout.

#### 2.5 Criterion 5

The programme's written curriculum is well structured and fit-for-purpose		
Comment		
The Programme Validation Panel reviewed the programme's written curriculum and discussed different aspects of the modules with the Programme Team. They commended the document's quality and were particularly interested to learn more about the use of Charettes in this programme. They noted some suggestions to the Programme Team to update the programme document to provide clarity on the curriculum.  Overall, the members of the Panel were satisfied that the written curriculum is well structured and fit for purpose.  Commendation #3  The Programme Documentation was commended for its detail and clarity.  Recommendation #2  Update the programme document to ensure consistent naming of modules throughout (e.g. "Design Futures" / "Speculative Design Futures").  Recommendation #3  The Panel recommended the document be updated to ensure consistency around wording throughout the Programme Document, such as the use of "supervisor" and "advisor", and suggested defining each role where appropriate.  Recommendation #4  Expand on the innovative and emerging methodologies in the workshop delivery.  Recommendation #5  Reading lists — Update the module reading lists in the programme document to clarify the difference between essential and secondary resources and ensure that the latest versions are listed.		

#### 2.6 Criterion 6

There are sufficient qualified and capable programme staff available to implement the programme as planned	
Satisfactory (Yes, No, Partially)	Comment
YES	The Programme Validation Panel considered the information provided in the Programme Document and the CVs of the staff.
	The Programme Validation Panel was satisfied that sufficient qualified and capable programme staff are available to implement this programme as planned.

## 2.7 Criterion 7

There are sufficient physical resources to implement the programme as planned	
Satisfactory (Yes, No, Partially)	Comment
YES	The Programme document outlines the facilities and physical resources available on the IADT campus, including the new Digital Media building on the IADT Campus, currently under construction.
	The Programme Validation Panel were satisfied that sufficient physical resources will be available to implement this programme as planned.

#### 2.8 Criterion 8

# The learning environment is consistent with the needs of the programme's learners Satisfactory (Yes, Comment No, Partially) YES The learning environments support social, cultural, and intellectual development through engagement with their peers, lecturers and the wider community. The Programme Validation Panel discussed Ethical approval and procedures required when students are planning research and projects. The Programme Team described the existing processes, including the Ethics Committee and traffic light system. The Programme Validation Panel were satisfied the learning environment is consistent with the needs of the programme's learners. **Recommendation #6** Clearly articulate in the programme document the research ethics protocols and procedures currently in place. **Recommendation #7**

The Programme Validation Panel recommended that all staff and students receive

training in Ethics and Academic Integrity, which should be referenced in the programme

#### 2.9 Criterion 9

document.

Satisfactory (Yes, No, Partially)	Comment
YES	Learners are enabled to meet the Learning Outcomes using a diverse and blended set o Teaching Strategies. The Teaching strategies for this programme have been developed giving consideration to the Signature Pedagogies of the Discipline; National Quality Framework; Learner needs; Academic standards; Industry / Professional requirements, and IADT's Teaching and Learning policy and guidelines.  The Programme Validation Panel agreed the teaching and learning strategies were
	Recommendation #8  The programme would benefit from incorporating into the curriculum ways in which students can think beyond consultation with people to the involvement of people with lived experience in co-production and equitable decision-making.

#### 2.10 Criterion 10

# There are sound assessment strategies

Satisfactory (Yes, No, Partially)	Comment
YES	The programme document outlines the programme assessment strategy and module assessment strategies. Programme assessment procedures are consistent with IADT's Quality Framework and Learning and Teaching Assessment Strategy, and related policies and procedures.
	The Programme Validation Panel discussed and explored the assessment strategies with the Programme Team, particularly in relation to how Charettes are assessed, group projects and reassessment.
	The Programme Validation Panel considered the assessment strategies outlined in the programme documentation and, as discussed with the Programme Team, and were satisfied overall, but suggested the following recommendations.
	Recommendation #9
	Articulate the details of how Charettes are organised and assessed, and ensure that there is no double assessment.
	Recommendation #10
	Concerning Group projects, the Programme Validation Panel Recommended updating the documentation to clearly communicate how the assessment process is carried out,
	Recommendation #11
	Ensure that individual modules are updated to reflect the feedback given separately.
	Recommendation #12
	Update the Programme Document to articulate arrangements for reassessment for all modules in the Programme Document.

#### **2.11** Criterion **11**

Learners enrolled on the programme are well informed, guided and cared for	
Satisfactory (Yes, No, Partially)	Comment
YES	The Programme Validation Panel learned about previous students' experiences working on projects and explored the practicalities and care provided to students registered on the previous version of this programme. Due to the relationship with George Brown in Canada, the Panel enquired about the logistics of facilitating students (and staff) in different time zones. The Programme Validation Panel also discussed with the Programme Team how students are supported, in particular when working on a project or research of a sensitive nature. They recognised there are good general support services available from the Programme Team's support and Student Experience services but believed this should be clarified in the documentation.  The Panel concurred that there are suitable arrangements in place to ensure learners are well informed, guided and cared for, and as discussed, they were satisfied with the mechanisms in place. The following recommendations were made.
	Recommendation #13  Update the programme document to articulate how students from different time zones are facilitated.
	Recommendation#1  Articulate clearly in the documentation the student care pathways available to support students who may experience difficulties when researching certain topics.

#### **2.12** Criterion **12**

The programme is well managed		
Satisfactory (Yes, No, Partially)	Comment	
YES	Following the review of the programme documentation and discussions with the Management and Programme Team members, the Programme Validation Panel were satisfied that the programme will be professionally managed.	
	Commendation #4 The Programme Team's dedication and duty of care to the students is evident.	

#### **Part 3 Overall Recommendation**

#### 3.1 Principal Programme(s):

Master of Arts in Design for Change: Social Design Master of Arts in Design for Change: Ecological Design Master of Arts in Design for Change: Design Futures

Select One		
Х	Satisfactory (meaning that it recommends that IADT can be satisfied in the context of Unit	
<b>A</b>	2.3 of Core Policies and Criteria for the Validation of Programmes of Education and	
	Training)	
	Satisfactory, subject to proposed special conditions (specified with timescale for	
	compliance for each condition); these may include proposed pre-validation conditions, ie	
	proposed (minor) things to be done to a programme that almost fully meets the validation	
	criteria	
	Not satisfactory	

#### 3.2 Exit Awards Programme(s):

Postgraduate Diploma in Design for Change: Social Design Postgraduate Diploma in Design for Change: Ecological Design Postgraduate Diploma in Design for Change: Design Futures

Select One	
X	Satisfactory (as above)
	Satisfactory, subject to proposed special conditions (as above)
	Not satisfactory

#### 3.2.2 Stand-alone Module - Leading to a Minor Award:

Certificate in Critical Design Philosophies Certificate in Ecological Design Certificate in Speculative Design Futures

Select One	
X	Satisfactory (as above)
	Satisfactory, subject to proposed special conditions (as above)
	Not satisfactory

#### 3.3 Reasons for the Overall Recommendation

The Programme Validation Panel were satisfied that all the criteria were met, as demonstrated in the programme document and information provided by management and the Programme Team. The Panel recommended the Master of Arts in Design for Change: Social Design | Ecological Design | Design Futures for validation with no conditions and some recommendations, as outlined below.

#### 3.3.1 Summary of Recommended Special Condition(s) of Validation

N/A There were no conditions

#### 3.3.2 Summary of Recommendation(s) to the Provider

#### Recommendation #1

Articulate clearly in the programme documentation how students who transition into the programme, e.g. International/Erasmus students or those commencing on standalone Minor Awards, are inducted and supported throughout.

#### **Recommendation #2**

Update the programme document to ensure consistent naming of modules throughout (e.g. "Design Futures" / "Speculative Design Futures").

#### **Recommendation #3**

The Panel recommended the document be updated to ensure consistency around wording throughout the Programme Document, such as the use of "supervisor" and "advisor", and suggested defining each role where appropriate.

#### **Recommendation #4**

Expand on the innovative and emerging methodologies in the workshop delivery

#### **Recommendation #5**

Reading lists – Update the module reading lists in the programme document to clarify the difference between essential and secondary resources and ensure that the latest versions are listed.

#### **Recommendation #6**

Clearly articulate in the programme document the research ethics protocols and procedures currently in place.

#### **Recommendation #7**

The Programme Validation Panel recommended that all staff and students receive training in Ethics and Academic Integrity, which should be referenced in the programme document.

#### **Recommendation #8**

The programme would benefit from incorporating into the curriculum ways in which students can think beyond consultation with people to the involvement of people with lived experience in coproduction and equitable decision making.

#### **Recommendation #9**

Articulate the details of how Charettes are organised and assessed, and ensure that there is no double assessment.

#### **Recommendation #10**

Concerning Group projects, the Programme Validation Panel Recommended updating the documentation to clearly communicate how the assessment process is carried out.

#### **Recommendation #11**

Ensure that individual modules are updated to reflect the feedback given separately.

#### **Recommendation #12**

Update the Programme Document to articulate arrangements for reassessment for all modules in the Programme Document.

#### **Recommendation #13**

Update the programme document to articulate how students from different time zones are facilitated.

#### Recommendation#14

Articulate clearly in the documentation the student care pathways available to support students who may experience difficulties when researching certain topics.

#### 3.3.3 Summary of Commendation(s) to the Provider

#### Commendation #1

The Programme Validation Panel commended the Programme Team on presenting this programme's exciting, innovative and emerging aspects.

#### Commendation #2

The Programme Validation Panel noted that this programme is welcome and attractive to employers

#### Commendation #3

The Programme Documentation was commended for its detail and clarity.

#### **Commendation #4**

The Programme Team's dedication and duty of care to the students is evident.

#### 4 Signature of Chairperson

This report has been agreed by the evaluation panel and is signed on their behalf by the Chairperson.

Panel Chairperson Name	Dr Yvonne Kavanagh
Panel Chairperson Signature	Dr Yvonne Kavanagh (Oct 11, 2023 09:10 GMT+1)
Date	Oct 11, 2023

#### 5 Disclaimer

The Report of the External Review Panel contains no assurances, warranties or representations express or implied, regarding the aforesaid issues, or any other issues outside the Terms of Reference.

While IADT has endeavoured to ensure that the information contained in the report is correct, complete and up-to-date, any reliance placed on such information is strictly at the reader's own risk, and in no event will IADT be liable for any loss or damage (including without limitation, indirect or consequential loss or damage) arising from, or in connection with, the use of the information contained in the Report of the External Evaluation Panel.



# Programme Validation Report – Faculty Response

# **MA Design for Change**

Programme Team's Response to the Panel Report December 4<sup>th</sup> 2023

Date of Report 22<sup>th</sup> September 2023

The programme team thanks the panel for the report and the validation of the programme and the commendation about the quality of the documents.

The programme document has been revised and submitted and the team's response to the recommendations is below.

Recommendations		Response from the programme team
1.	Articulate clearly in the programme documentation how students who transition into the programme, e.g. International/Erasmus students or those commencing on standalone Minor Awards, are inducted and supported throughout.	Addition of clarity here in section 4.2
2.	Update the programme document to ensure consistent naming of modules throughout (e.g. "Design Futures").	The final MA award is titled "Design Futures" and the Post Graduate Certificate is named "Speculative Design Futures" which is the first year module on the MA.
3.	The Panel recommended the document be updated to ensure consistency around wording throughout the Programme Document, such as the use of "supervisor" and" advisor", and suggested defining each role where appropriate.	The word "supervisor" is used in relation to final project supervision.
4.	Expand on the innovative and emerging methodologies in the workshop delivery	A definition of charrettes (in the context of MA DFC) had been added to section 1.3 (pg.9)
5.	Reading lists – Update the module reading lists in the programme document to clarify the difference between essential and secondary resources and ensure that the latest versions are listed.	Reading lists have been rectified on a module basis.
6.	Clearly articulate in the programme document the research ethics protocols and procedures currently in place.	Clarity regarding the ethics procedures has been added to section 5.2 and formal training is given during the Professional Studies in all subject pathways.
7.	The Programme Validation Panel recommended that all staff and students receive training in Ethics and Academic Integrity, which should be referenced in the programme document.	See additional clause on Pg 47
8.	The programme would benefit from incorporating into the curriculum ways in which students can think beyond consultation with people to the involvement of people with lived	Charrette is used as an umbrella term to incorporate outreach activities with external stakeholders. This is evidenced in the wide range

· ·	roduction and equitable	of diverse major project outcomes since the
decision making.		inception of the programme.
	ails of how Charettes are essed and ensure that there is nent.	This has been changed.
Validation Panel R	projects, the Programme decommended updating the clearly communicate how the ss is carried out.	Clarity has been added to make sure individual inputs in the appropriate module summative assessment strategy
	dual modules are updated to ck given separately.	Done
,	reassessment for all modules Document.	This is articulated in the document in section 5.10 as per the assessment policy of the FFACT.
	amme document to articulate n different time zones are	The programme timetable is issued each year in accordance with student cohort and arrangement are made locally then to facilitate any students in different time- zones.
student care path	n the documentation the ways available to support rexperience difficulties when n topics.	Students who may experience any difficulty during their studies are supported by their individual supervisor, IADT's Student Support Serivces and through their training and support in Ethics for research.

Rónán Ó Muirthile Head of Dept Film & Media

Clyde Doyle

Co - Programme Chair MA Design for Change

**Shirley Casey** 

Co - Programme Chair MA Design for Change

Dr Hilary Kenna

Programme Team