

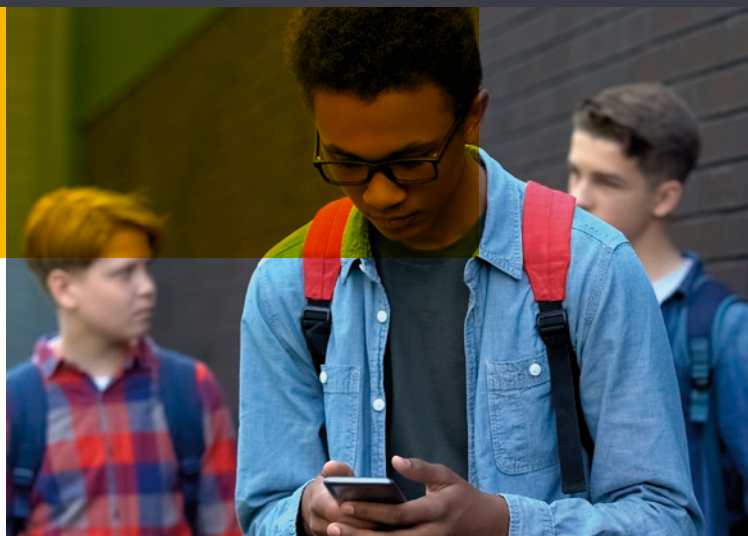


Ollscoil Chathair
Bhaile Átha Cliath
Dublin City University



DCU IONAD FRITHBHULAÍOCHT
DCU ANTI-BULLYING CENTRE

DCU Anti-Bullying Centre Strategic Plan 2021-2024 Excellence and Inclusion





Foreword

As the Institute of Education marks its fifth anniversary, it joins DCU Anti-Bullying Centre in celebrating 25 years of research and advocacy on bullying in all its forms. Like the Institute, the Centre has a long history and builds on strong traditions to be world-leading in its field.

The Excellence and Inclusion plan presented here is based on a set of values shared by all of us at the Institute of Education, alongside a commitment to transform lives and societies, our mission that is shared across the wider University. Having the Centre at the Institute provides us with unique access to research insights that can inform our teaching and learning and support the preparation of our educators for all stages of the education system. Furthermore, the collaborations afforded by the Centre provides academics across a range of disciplines opportunities to pursue research at the nexus between those disciplines and bullying in educational and workplace settings. The breadth of this collaboration is particularly striking, ranging from religious identity to gender stereotyping, and encompasses academics from across all of the Institutes six schools. And this academic year (21/22) our teacher education students will have access to a module on cyberbullying designed by the Centre to support their preparation for work in contemporary classrooms and schools.

The leadership shown by Prof James O'Higgins Norman in the development and profile of the Centre in recent years merits particular mention. His combination of scholarship, entrepreneurship and an ability to communicate complex concepts persuasively, has been key to winning the support of funders and industry partners, and the trust of researchers who come from across the world to spend time as part of the team at the Centre.

I know that he, the team at the Centre, and the Advisory Board see this Strategy as a starting point for the next phase of growth. I wish them well in the next 25 years, and beyond.

Prof Anne Looney
Executive Dean,
DCU Institute of Education

Introduction

The objectives of *Excellence and Inclusion* are aligned to DCU's core vision to be a globally significant university that is renowned for its discovery and translation of knowledge to advance society.

This year we are celebrating 25 years since studies on bullying and cyberbullying in Ireland began. During those decades, researchers have expanded our understanding of bullying behaviour and shone a light onto aspects of human behaviour that are often difficult, sensitive and complicated. However, in undertaking this research we have enabled the development of many initiatives and educational programmes aimed at tackling bullying and promoting inclusion in society, especially in educational and workplace settings.

Excellence and Inclusion will provide a bridge between research and educational achievements of the past so that we continue to achieve successful outcomes of our future work in bullying prevention and intervention. While scholarly publications and citations are an essential measure of our success as a research centre, our contribution to an increased awareness in society of the reasons for bullying behaviour and the negative impact it can have on individuals, their families and communities will be equally important.

As a university designated research centre, the Centre also draws on the talents and resources of colleagues in the Office of the Vice-President for Research and Innovation, Finance, and Human Resources, as well as across all five of the university's faculties, not least DCU Institute of Education. We also rely on and are grateful to our partners and colleagues in UNESCO, the European Commission, the Government of Ireland, TUSLA, the Irish Research Council, the Health and Safety Authority (HSA), the Health Services Executive (HSE), Rethink Ireland, Facebook, and Vodafone Foundation, all of whom ensure that our work is funded and is relevant to continuously evolving contexts in which bullying occurs.

We would like to acknowledge the Centre's Advisory Board, who recognised the need to support our vision with a plan for the future and to those who worked and contributed to its creation. This achievement was remarkable given the challenges presented by the Covid-19 pandemic.

In approving this Strategic Plan, the Advisory Board now assumes the responsibility for ensuring the implementation of the plan. As a research and education centre, we believe ABC has a significant responsibility to create new knowledge through research and must possess a passion to share this knowledge with others for the benefit of all society.

Maureen King MBA
Chair of Advisory Board

Prof James O'Higgins Norman
UNESCO Chair/Director



Acknowledgment

The strategic planning process was led by Pat Hogan, Director of iTrust Ethics and Darran Heaney, Project Manager of ABC who brought the process to a successful conclusion with the help of the wider ABC team. We thank them all for their enthusiasm, skill, and commitment.

We especially thank Prof Daire Keogh, President of DCU, Prof Anne Looney, Executive Dean of the Institute of Education, and our fellow Advisory Board Members and our community of colleagues for giving so generously of their time and for making valuable contributions that informed our five strategic priorities.

To Peter McKenna, Chair of the Strategy Implementation sub-committee along with board members Patricia Murray, Matt Tisdall and Darran Heaney, who conscientiously completed this critically important implementation plan, subsequently adopted by the Board in February 2021.

We look forward to working with the entire ABC community and together we will make a reality of the ambitious goals of our *Excellence and Inclusion Strategy 2021-2024*.

About ABC

The DCU Anti-Bullying Centre (ABC) is a University designated research centre located in DCU's Institute of Education. The Centre is known globally for its research excellence in bullying and online safety. It is home to scholars with a global reputation as leaders in the field. The work of the Centre builds on 25 years of research in which we were the first in Ireland to undertake studies on school, workplace, homophobic and cyberbullying.

The aim of ABC is to contribute to solving the real-world problems of bullying and online safety through collaboration with an extensive community of academic and industry partnerships. The extent of our resources and the collaboration between disciplines drive quality education, understanding and innovation in this field.

The objectives of the Centre are aligned to support the United Nations overarching goal to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all by 2030” (SDG4) and supports the implementation of the Government of Ireland’s Action Plan on Bullying (2013), Action Plan for Online Safety (2018-2019), Wellbeing Policy Statement and Framework for Practice (2018-2024), and the WRC/HSA Joint Code of Practice on the Prevention and Resolution of Bullying at Work (2021).

Excellence and Inclusion Strategy 2021-2024

ABC celebrates the next stage of our development as we chart a course for the future, embrace new ideas and challenges while setting our sights firmly on our vision of success.

Excellence and Inclusion Strategy 2021-2024 is our commitment to raise the bar in setting new principles of how we see ourselves and the impact we can make in tackling bullying and promoting online safety globally.

Our strategic plan sets out five key themes that inform our five strategic priorities. Similar to the DCU Strategic Plan 2017-2022, ABC adopted a rolling approach to planning that provides an opportunity to be flexible and responsive to the dynamic national and global environment.

Experiencing bullying and online safety issues can become a crisis for the individual and for society if not addressed. Given the major impact the Covid-19 global pandemic has had on society's well-being and the educational system, it is now more important than ever for ABC to remain relevant and be a critical resource for global communities to access leading research and educational resources. This involves putting research into practice through combating all forms of bullying and online safety issues, while at the same time identifying the most vulnerable social groups in order to adopt appropriate measures, share knowledge and good practices globally.

The contributions from the wider ABC community who shared both personal and professional experiences in developing the strategy, were a valuable insight and demonstrated a desire to move ABC forward while emphasising the importance of research led anti-bullying and online safety education. It also reminded us of the positive impact our work has on social relationships, the well-being of people, children and society.

Purpose, Vision and Value Statement

The DCU Anti-Bullying Centre is a globally connected centre of excellence for anti-bullying and online safety research and resources.

Our Purpose: to transform the lives of people and global societies through promoting positive social relationships.

Our Vision: to be a globally recognised centre for innovative research and education in anti-bullying and online safety.

Value Statement: Excellence in research and education is the foundation of what we do. We are guided by our values of integrity and respect; we act with compassion and foster a global culture of inclusion and collaboration.

The Spirit of ABC: We are united by our purpose and the mutual support from our global community to achieve our aims. We take pride in our ethical way of working and the positive social impact our research has on tackling bullying and promoting online safety.

We believe our spirit will flourish because we are ethical, ambitious, collaborative, compassionate and committed to improving well-being in society.

There are five key themes that inform our strategic priorities:



Excellence and Inclusion 2021-2024 is based on the achievement of the following five strategic priorities:

1. Advance our national and global reputation in research excellence to tackle bullying and online safety
2. Produce research and digitally accessible innovative education programmes for national and global communities
3. Develop a diverse staff profile and a culture of inclusion and academic integrity to attract the best researchers and educators from around the world
4. Forge strong partnerships with national and global communities to create an innovative ecosystem and encourage greater dissemination and application of our research findings
5. Identify philanthropic and public funding and manage our financial resources to maintain our relevance and long-term sustainability, to supports our specialist research projects and education programmes



PRIORITY 1:

Advance our national and global reputation in research excellence in anti-bullying and online safety.

Key Theme: Excellence in Research

Strategic Priority: To advance our national and global reputation in research through producing quality research that informs policy, drives change and places dignity at the centre of social relations.



Specific Actions

Over the next three years we will:

- Firmly establish our reputation and capitalise on our strengths and uniqueness to create a world-class, research-led centre
- Promote the highest standard of research excellence and collaboration to enable policy makers and educators address bullying and online safety issues
- Publish and disseminate research in high-quality, internationally leading journals and books as part of DCU's commitment to open access
- Enhance collaboration online through specialist research on the impact of Covid-19 on bullying and online safety

Route to success

- A. Formalise a research agenda and acceptance criteria
- B. Formalise a project management approach to each piece of research accepted
- C. Formalise a Communications Plan to ensure policy makers and educators are informed as a consequence of the outcomes of bullying and online safety research

Indicators of success

1. Presentation to the Advisory Board – **Year 1**
2. Progress Report to be a Board agenda item, **annually**
3. Undertake a SWOT analysis on the extent of research expertise within ABC with a view to identifying gaps – **Year 1**
4. Record the number of peer reviewed papers published, weighted by the prestige of the publication, and compared with previous year **annually**
5. Establish collaborative partnerships with other institutions focussed on gaps revealed in expertise **annually**
6. Develop a Digital Strategy
7. Refine the existing Communications Plan focusing on enhancing brand and academic reputation

PRIORITY 2:

Produce research, and digitally accessible innovative education programmes for national and global communities.

Key Theme: Excellence in Resources

Strategic Priority: Produce research, and digitally accessible innovative education programmes for national and global communities



Specific Actions

Over the next three years we will:

- Enhance our external and internal communication activity through dissemination across all communities and leverage its delivery through digital technology
- Embed research impact principles in our research programmes to highlight social impact and effective change
- Evaluate the economic impact and social engagement of our research and education activity and identify opportunities and mechanisms to enhance our impact

Route to success

- A. Produce specific eLearning programmes and tools from the available resources
- B. Identify target audiences for training purposes and develop research into lighter topic specific training content for these markets
- C. Identify markets and routes to sell training, targeting specific industries such as workplace, school and third level institutions
- D. Engage the support of an experienced Commercial Manager to increase reach and sales

Indicators of success

1. Create a new training offering from ABC to meet the needs of the target audiences – **Year 1**
2. Evaluate Training offerings – **Annually**
3. Expand engagement with ABC stakeholders and grow audience reach – **Year 2 to Year 3**
4. Generate income profit via the above sources – **Annually**
5. Collaborate with other organisations/universities on resources – **Year 2**

PRIORITY 3:

Develop a diverse staff profile and a culture of inclusion and academic integrity to attract the best researchers and educators from around the world.

Key Theme: Excellence in People

Strategic Priority: Develop a diverse staff profile and a culture of inclusivity and academic integrity to attract the best researchers and educators from around the world



Specific Actions

Over the next three years we will:

- Create an environment that encourages multidisciplinary thinking and collaboration
- Recruit and reorganise resources around key appointments to maximise research impact and support succession planning
- Develop the talent and knowledge that society needs to promote anti-bullying and online safety through a focus on early childhood and teacher education programmes

Route to success

- A. Implement of the new operating model and organisational structure
- B. Set clear objectives for each (ABC staff) member linked to the strategic plan and the specific action plan
- C. Develop a community of doctoral researchers linked to EdD and PhD programmes

Indicators of success

1. Project Management Plan in situ for research based projects
2. Succession plan in place for contingency purposes ensuring research projects are not jeopardised due to people risk
3. Succession plans in place to ensure all areas of research are supported as staff leave the centre

PRIORITY 4:

Forge strong partnerships with national and global communities to create an innovative ecosystem and encourage greater dissemination and application of our research findings.

Key Theme: Excellence in Collaboration

Strategic Priority: Forge strong partnerships with national and global communities to create an innovative ecosystem and encourage greater dissemination and application of our research findings



Specific Actions

Over the next three years we will:

- Build on our strong reputation and pursue active engagement with enterprise, government, citizens and academia locally, nationally and globally
- Advocate a whole of society approach to tackling bullying and online safety through broadening our global reach and participating in collaborative partnerships with like-minded centres in disseminating research and digital learning
- Foster greater collaboration within DCU by embedding digital awareness and digital citizenship into education programmes in line with national curriculum review for Teaching Council accreditation

Route to success

- Implement a Digital Strategy. Embracing a digital strategy will be the basis of enhanced collaboration
- Establish our collaborative baseline position:
 - Conduct SWOT analysis that will form the criteria for collaboration
 - Undertake a desktop survey of the DCU deans re feedback, assessment & opinion on core ABC objectives & value added developments
- Identify who we wish to influence:
 - Enterprise
 - Government
 - Citizens
 - DCU Academia
- Identify key collaborators and process of engagement
- Work diligently towards successful accomplishment of the following key ambition:
 - 'bullying' becomes a module on DCU Institute of Education's early childhood and teacher education curriculum
 - "bullying" is implemented within initial teacher education programmes in Higher Education Institutes

Route to success (continued)

- F. Commence a 3 year (formal) engagement plan with government departments, starting in year 1 with 5 departments – (Department of Public Expenditure and Reform, Department of Education, Department of Enterprise, Department of Foreign Affairs, and Department of Justice)
- G. ABC will maintain ongoing engagement at Government level to continually promote the Centre as the recognised & established premier national body for anti-bullying & online safety for receipt of global invitations in this field & as the central point of contact for interested parties

Indicators of success

1. Implement detailed Digital Strategy – **Year 3.**
2. Present output of SWOT analysis to board – **Year 1.**
3. Survey results and direction presented to board, **Year 1.**
4. Collaboration criteria presented to board – **Year 1.**
5. Design and produce Bullying academic module – **Year 3.**
6. Network of contacts in government departments – to cover the Civil Service’s internal needs but also, to inform national policy, **annually**
7. Have another network of contacts regarding international contacts made to ‘Ireland’ on the 2 topics, to be the go-to agency of expertise



PRIORITY 5:

Identify philanthropic and public funding and manage our financial resources to maintain our relevance and long-term sustainability, through funding that supports our specialist research projects and education programmes

Key Theme: Excellence in Funding Sustainability

Strategic Priority: Identify philanthropic and public funding and manage our financial resources to maintain our relevance and long-term sustainability, through funding that supports our specialist research projects and education programmes



Specific Actions Over the next three years we will:

- Develop An Income Generation Plan to attract funding and create new opportunities for Workplace and Well-being education programmes
- In line with DCU and ABC's strategic plans, Develop a Recruitment Plan that focuses on attracting high-performing researchers with international experience who demonstrate &/or evidence ability to secure significant funding
- Enhance the skills of our research community to maximise our competitive research funding success rate in a global environment, particularly in EU LIFE Programme priority areas.

Route to success

- A. Prepare annual income and expenditure statement for notification to the board
- B. Prepare a detailed income generation plan focussing on:
 - i) Grants
 - ii) Sponsorship
 - iii) Commercially provided training programmes
 - iv) External certification
 - v) Ticketed events
 - vi) The Provision of expert advice
 - vii) other funding sources – EU programmes

The plan will involve input from both the research team and the board.

On completion, The plan will be presented to and approved by the Dean of the faculty

- C. Implement a Digital Strategy – embracing a digital strategy will be an important enabler for income generation
- D. Develop a rigorous criterion for selection of researchers

Indicators of success

1. Distribution of Annual Statement commencing **Year 1**
2. Annual Statement is broadened to form a set of detailed accounts in **Year 3**
3. Present Income Generation Plan to the board – **Year 1**
4. Income Generation Plan approved by office of the Vice President for Research and Innovation – **Year 2**
5. Detailed Digital Strategy implemented – **Year 1**
6. Criterion for Recruitment Plan & selection presented to board for approval – **Year 1**

Implementation Process

Implementation of this strategic plan will require considerable effort and collaboration on the part of the University, the Institute of Education, and the Centre. In particular, working with administrative and academic colleagues in the Faculty will provide new opportunities to increase the scope of our research and educational programmes. This will not only enhance the work of the Centre but also the overall contribution of the Faculty to education and society alike.

We will undertake a thorough approach to the implementation of the Strategic Plan which will involve:

- The establishment of an Implementation Committee which will be chaired by Mr Peter McKenna, Advisory Board Member
- The delegation of specific strategic priorities to the most appropriate people and groups to lead the delivery of the respective actions
- The creation of implementation plans setting out yearly-goals, targets, lead responsibilities and the initial steps to be taken
- The on-going monitoring of progress against the specific actions and indicators of success set out in the plan
- Regular reporting to the Advisory Board and the Executive Dean

The Strategic Plan will incorporate a rolling element to ensure that it remains flexible whereby the approaches within it will be reviewed on a regular basis by the Advisory Board. This will entail an annual assessment of progress while in tandem taking account of changes within the environment in which we operate which may impact delivery and as such the plan may be adjusted accordingly from time to time.

For further information,
please contact:

dcu.ie/abc

