



Institute of
Archaeologists
of Ireland



STRATEGIC PLAN 2024 - 2029

PHOTOS BY @PHOTOGRAPHIC ARCHIVE, NATIONAL MONUMENTS SERVICE, GOVERNMENT OF IRELAND.



FOREWARD

Dear Members,

In early 2024, we engaged Mantra Strategy to assist us in undertaking a robust review of our strategic priorities. This document, and the ambitious goals it outlines, are the outcome of that process. They reflect input from our membership, board, administrator, and external stakeholders, and we believe they set out a clear roadmap with time-bound objectives, which will enable us to achieve those goals over the next 6 years.

Everything we do is underpinned by our vision to be a proactive and sustainable professional body, representing our membership, contributing to the protection of archaeological resources, and promoting the social and economic well-being of our entire community. To achieve this, we must continue to build our professional membership and focus our efforts on achieving our objectives and goals. The Board of the IAI plays a crucial role in ensuring effective governance and oversight of the strategic direction, ensures its efficient operations, maintains its integrity, and continues to serve the interests of its members and the wider archaeological community; however, it is only with your continued input that this is possible.

We would like to thank all of you for your participation in the review process, for your time and invaluable feedback and insights, and ask that as we move forward you all consider taking an active role in the Institute. As we seek to progress our various objectives and goals there will be plenty of opportunities to participate in committees, sub-committees, conferences, and other processes and events. There will be calls for participation but if you are generally interested in getting more involved, please do contact one of the board or our administrator.

Yours Sincerely,

**Chairperson: Dr Ros Ó Maoldúin, Treasurer: Dr Niamh McCullagh,
Membership Secretary: Maeve Tobin, Acting Vice Chair: James Kyle,
Honorary Secretary: Breana McCulloch, Conference Organiser:
Elaine Lynch, Public Relations Officer: Brigid Melloy, Editor IAI News:
Dr David Stone, Student Representative: Deborah Buchanan, RIA
Representative: Dr Susan Curran, JIA Convenor: Ed Lyne and Ordinary
Board Member: Sally Siggins.**

ABOUT US

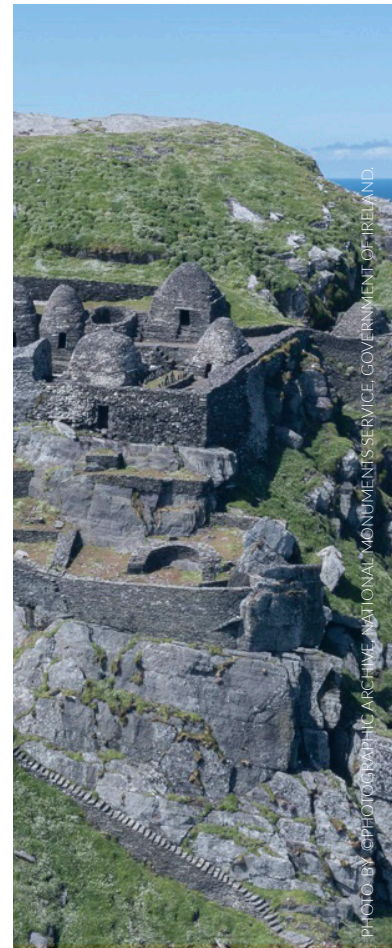
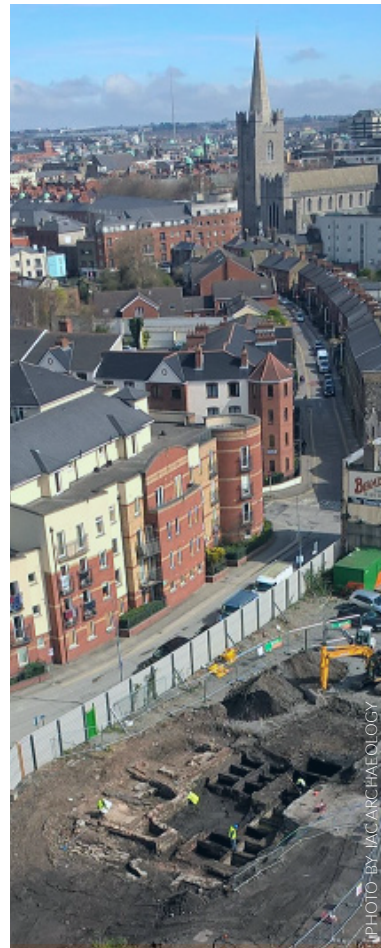
The Institute of Archaeologists of Ireland (IAI) is the representative all-island organisation for professional archaeologists working in Ireland and Northern Ireland.

The objects for which the company was established include;

- I. To encourage membership, foster community and increase engagement among archaeologists working on the island of Ireland.
- II. To support the continuous professional development of members of the Institute.
- III. To develop standards and guidelines and advocate for the interests of archaeology and archaeologists in Ireland.
- IV. To monitor legal and regulatory developments and lobby on behalf of members.
- V. To serve as a voice for the profession and industry in public forums.
- VI. To promote equity and foster engagement by prioritising diversity, equity and inclusion (DEI) and Environmental, Social and Governance (ESG) agendas.
- VII. To continue to prioritise good governance practices within the institute to enhance credibility, resilience, and impact.
- VIII. To provide news updates to make members aware of company activities.
- IX. To publish the annual journal of the Institute.
- X. To hold one annual conference for the archaeological profession, either in conjunction with the Annual General Meeting or otherwise.
- XI. To support the holding of conferences, seminars, symposia and related meetings as considered appropriate to the mission of the Institute.
- XII. To continuously engage with similar organisations internationally.
- XIII. To engage in all other activities necessary for the attainment of the above objects.

OUR VISION

A sustainable profession that contributes to the protection of archaeological resources, and to social and economic wellbeing of our entire community.



OUR MISSION

Our mission is to cultivate a dynamic and interconnected community of professional archaeologists and their organisations, dedicated to advancing the field through collaboration, cooperation, and shared expertise.

Together, we strive to elevate the standards of archaeological practice, promote knowledge sharing, and collectively tackle the challenges and opportunities facing our discipline.



OUR STRATEGIC PRIORITIES

1

**Member Engagement
& Development**

2

Advocacy & Impact

3

Innovation & Sustainability

4

Governance & Inclusion

1

Member Engagement & Development

At the Institute of Archaeologists of Ireland, our core focus is our membership. We are dedicated to proactively meet the needs of our members, ensuring they thrive both professionally and personally.

Our key goals in this area are;

- » To attract new members and to retain and support existing members through activities such as member outreach, networking events, and providing valuable resources and benefits that best support our members.
- » To provide opportunities for members to enhance their skills, knowledge, and professional growth.
- » To collaborate with universities and other entities to promote new membership and develop the next generation of archaeologists.



1

Member Engagement & Development

OUR OBJECTIVES

THE ACTIONS WE WILL TAKE

1.1

Increase membership engagement, connecting members and fostering a sense of community

- Regular updates and communications.
- Publish valuable content and resources.
- Host events including CPD and the annual conference.
- Carry out member surveys for feedback.
- Encourage Board participation by communicating the commitment required and recognising past Board members.
- Explore the potential for merchandise.

1.2

Develop and implement a membership recruitment and retention programme

- Develop student engagement with a rep from each institution.
- Foster a better relationship with university departments, clubs and societies.
- Promote and support AYIA conference and group.
- Review and improve membership application process.
- Reward loyalty / long service.
- Introduce retiree membership option.
- Explore partnerships e.g. pension providers for member discounts.
- Publish events calendar incl. regional and online.

1.3

Continuous improvement of the CPD Programme

- Undertake a training needs analysis with members.
- Provide additional areas of interest for inclusion in CPD calendar informed by members.

1.4

Development of a Mentorship Programme

- Consider the creation of a mentorship programme as part of the CPD calendar.

2

Advocacy & Impact

Advocacy and impact are essential for professional membership organisations to ensure that their members are supported, their profession is advanced, and their contributions are recognised and valued by society.

Our key goals in this area are;

- » To develop standards and advocate for the interests and concerns of members.
- » To monitor legal and regulatory developments, lobby on behalf of members, and serve as a voice for the profession and industry in public forums.
- » To establish the **IAI** as a respected authority within its field through the publication of research, producing thought leadership content, conferences and events, and collaborating with other organisations to advance common goals.



2

Advocacy & Impact

OUR OBJECTIVES

THE ACTIONS WE WILL TAKE

2.1

Development of industry standards

- Commission standards and guidelines.
- Review current codes of practice.

2.2

Engaging with regulatory bodies

- Establish an MOU with regulatory bodies in which the IAI would be given the opportunity to comment on forthcoming legal and regulatory requirements.

2.3

Advocacy work

- Develop a plan which identifies the key areas for advocacy and review and revise this with the members at the AGM.
- Identify and establish key relationships in the government and media.
- Media training for key Board members.

2.4

Thought Leadership and networking

- Survey members to identify areas of expertise and actively seek content for website / newsletters / social media.
- Increased collaboration with key partners e.g. Discovery Programme for information sharing.
- Publication of research in the Journal of Irish Archaeology.

3

Innovation & Sustainability

This priority area will help us to ensure financial stability, foster innovation and ultimately strengthen our overall impact.

Our key goals in this area are;

- » To streamline internal processes and operations, leading to greater efficiency and cost-effectiveness.
- » To leverage technology to improve the member experience.
- » To improve the use of data to gain insights into member preferences and needs to inform decision-making.
- » To diversify our grant funding.



3

Innovation & Sustainability

OUR OBJECTIVES

THE ACTIONS WE WILL TAKE

3.1

Streamline internal processes and operations

- Investment in and training to use a file sharing system.
- Streamline membership renewals, payments, payroll and other recurring operations.

3.2

Leveraging Technology to improve member experience

- Enhance the website so it is an information hub for members – clarity of membership benefits, signposting members to supports, Continuous Professional Development (CPD) and events.
- Create a suite of Frequently Asked Questions (FAQ's) "how to" videos and templates for new business owners.
- Consider the provision of a Jobs Board service for archaeology roles.
- Create a space on the website to recognise Board participation and to encourage Board recruitment.

3.3

Improve the use of data for membership insights

- Capture and analysis of membership data for the purpose of enhancing services and improving engagement and retention.

3.4

Diversify grant funding

- Seek funding to schedule public events.
- Explore the opportunities for additional grant funding.

4

Governance & Inclusion

By prioritising governance and inclusion, the IAI will ensure it operates effectively, ethically, and equitably, fostering a resilient, professional archaeological community.

Our key goals in this area are;

- » To prioritise good governance practices to enhance credibility, resilience, and impact.
- » To review and rewrite the existing statutes and Articles and to establish a new constitution.
- » To review existing codes of conduct.
- » To focus on compliance and risk management.
- » To promote equity and foster engagement by prioritising Diversity, Equity and Inclusion (DEI) and Economic, Social and Governance (ESG) agendas.

PHOTOS BY RUBICON

4

Governance & Inclusion

OUR OBJECTIVES

THE ACTIONS WE WILL TAKE

4.1

Ongoing Board development

- Ongoing training for Board.
- Succession planning.
- Board skills audit.
- Recruitment of additional committee members with specific skills where required.

4.2

Establish a new constitution

- Retain a legal partner to drive this work.
- Draft new constitution.
- Review and disseminate with membership before completion.

4.3

Develop stronger governance structures

- Develop and maintain a risk management framework.
- Review and update the existing codes of conduct.

4.4

Prioritise Diversity, Equity and Inclusion (DEI) and Economic, Social and Governance (ESG) agendas

- Review current practices with a DEI and ESG lens.
- Establish appropriate policies and training.
- Safe and Respectful Workplace training.
- Create a roadmap for best practice in these areas.

IMPLEMENTATION PLAN TIMELINE

Pillar	Goal	2025	2026	2027	2028	2029
1	1.1 Membership Engagement	Active	Active	Active	Active	Active
	1.2 Recruitment and retention	Active	Active	Active	Active	Active
	1.3 CPD Programme	Active	Active	Active	Active	Active
	1.4 Mentorship	Active	Active	Active	Active	Active
2	2.1 Industry standards	Active	Active	Active	Active	Active
	2.2 Monitoring legal/reg	Active	Active	Active	Active	Active
	2.3 Advocacy	Active	Active	Active	Active	Active
	2.4 Thought leadership	Active	Active	Active	Active	Active
3	3.1 Internal processes	Active	Active	Active	Active	Active
	3.2 Leveraging technology	Active	Active	Active	Active	Active
	3.3 Data	Active	Active	Active	Active	Active
	3.4 Grant funding diversification	Active	Active	Active	Active	Active
4	4.1 Board development	Active	Active	Active	Active	Active
	4.2 Constitution	Active	Active	Active	Active	Active
	4.3 Governance	Active	Active	Active	Active	Active
	4.4 Inclusion agenda	Active	Active	Active	Active	Active

At the end of this strategic plan, we will have;

- » Demonstrated our ongoing flexibility, ability and capacity to meet the multiple, and changing needs of our members.
- » Strengthened our reputation as the representative all-island organisation for professional archaeologists working in Ireland and Northern Ireland.
- » Expanded our reach and worked tirelessly with our members to achieve our vision and mission.
- » Become a more inclusive organisation for our members.
- » Used our expertise to influence policy and increase public awareness of the issues we see through all of our work.
- » Enhanced and strengthened our governance to sustain our organisation into the future.

