

TU Dublin Strategic Plan 2024 - 2028



T
DUBLIN
OLLSCOIL TEICNEOLAÍOCHTA
BHAILE ÁTHA CLIATH
TECHNOLOGICAL
UNIVERSITY DUBLIN

Computing



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President's Welcome

TU Dublin was the first technological university established in Ireland. When we launched our [Strategic Intent 2030](#) in January 2020, it was with the vision of **'Creating a Better World, Together'**. Following the global crisis of the COVID pandemic, it is more relevant now than ever. TU Dublin has aimed to deliver on this vision through its practice-based education and its application of knowledge to produce real life solutions.

TU Dublin has achieved significant milestones in recent years. In creating a modern university for the 21st century learner, a new organisation structure was implemented to support its mission, including a coherent academic framework of 25 Schools within its 5 Faculties. Through this period of organisational change, we have maintained a diverse academic profile, delivering to 30,000 students and graduating over 8,000 per annum. TU Dublin also received the quality stamp of approval from Quality and Qualifications Ireland (QQI), following a successful review of the effectiveness of the University's quality assurance procedures, conducted by an international expert panel.

Supporting student success, almost 100,000m² of major new cutting-edge campus development has been delivered. CONNECT, the Student Services Building was opened on the Blanchardstown campus in 2019. Despite the challenges faced by the construction sector during the pandemic, completion of a number of major buildings on Grangegorman city centre campus followed. These included the Central Quad, East Quad and Lower House and the sod was officially turned on the new Academic Hub and Library in 2022. The world class Sport Science, Health & Recreation Building opened in 2023 on our Tallaght campus. Development works on a range of projects will continue over the coming years.

Enterprise, community and academic partnership are fundamental to TU Dublin and we were successful in securing over €25m in funding under the Government's Human Capital Initiative (HCI), which aims to increase capacity for programmes designed to meet priority skills needs. Working in partnership with industry experts, TU Dublin is leading on three major HCI projects - Convene, GrowthHub and Resilient Design Curricula.



TU Dublin continues to build its internationalisation activity and we have a strong focus on international student mobility. We have also embraced the opportunity of the EU-supported European University of Technology, an alliance of eight European universities working to create the technological university of the future.

The University has continued development of its research & innovation activity, including for example, the establishment of a Chair of Technology & Society, through funding from the enterprise cloud applications company, Workday Inc. TU Dublin also continues to be a leader in knowledge transfer activities in Irish higher education. As sustainability becomes an ever increasing focus of research and innovation worldwide, TU Dublin became part of Ireland's first low-carbon District Heating Network and is also pioneering the first deep geothermal district-heating project in the country.

A noteworthy achievement for TU Dublin was the Institutional Bronze Athena SWAN award and we will continue to work on further awards, reflecting the University's ambitions in Equality, Diversity & Inclusion.

As the University moves into the next phase of its strategy, we recognise many of the changes that have taken place since 2020, particularly with respect to how the world now operates - with blended working & learning; different expectations of learners; and the many advances in research and knowledge creation, including the influence of AI. At the same time the great challenges of climate change and social justice continue.

TU Dublin's strategic plan to 2028 therefore is still centred on its three pillars of People, Planet and Partnership. It builds on the platform established by the University in the last number of years and aims to be transformative in the experience it brings to every TU Dublin student, staff member and partner, every day. We have set ambitious targets for the next five years and we hope that you will continue to walk with us on this exciting journey.

A handwritten signature in black ink, appearing to read 'D FitzPatrick', written over a thin horizontal line.

Professor David FitzPatrick
President

TU Dublin At A Glance



3
campuses



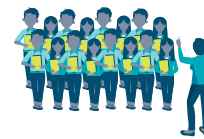
8k
graduates per year



29k+
students



7k
part time students



1:16
staff : student ratio



3k+
international students
from over 100 countries



1,000+
students working
with community
organisations



STEM
17%
of the national provision



Business
14%
of the national provision



Services
20%
of the national provision



Craft Apprenticeships
20%
of the national provision



26%
of undergraduate new
entrants via **access routes**



Further Education
20%
of national applications



**Award Winning
Staff**



**Athena SWAN
Bronze Award**



+38%
research award value
(over the past 3 years)



11,000+
citations
(in the past 3 years)



+12M
open access research
downloads arrow@TUDublin



1,000+
academic
collaborations



800+
collaborations
with industry



**Award Winning
Technology
Transfer Activities**



7,000m²
of incubation
space

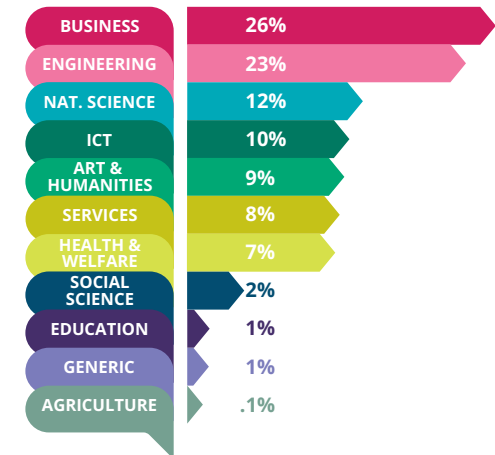


100+
start-ups p.a.
(facilitated on
campus)



200
entrepreneurs p.a.
(on TU Dublin
enterprise programmes)

Field of Study



Mission Vision & Values

The Mission, Vision and Values of the University remain at the heart of the Strategic Plan 2024-2028.



Strategic Pillars

In solving some of the world's most pressing issues and being ready to take advantage of opportunities that arise, TU Dublin will continue to centre on the three key pillars People, Planet and Partnerships.

- » **People:** we intend to ignite the imagination of students, staff and partners and support people to explore their abilities and reach their full potential
- » **Planet:** we intend to address the challenges facing the world and impact positively on the planet and people, with 'education' as the engine
- » **Partnership:** we intend to develop the most connected university; cultivating a network of discoverers, creators and entrepreneurs; engaging with people that make things happen



PEOPLE

We Will Foster Individual Talents
In An Ever Changing World



PLANET

We Will Be A Powerhouse For
Living & Breathing Sustainability



PARTNERSHIP

We Will Deliver Shared Impact

Strategic Intent Timeline

TU Dublin is embarking on the second phase of its Strategic Intent 2030, building on the progress achieved to date. This phase forms its **Strategic Plan 2024-2028**.



Strategic Context

Higher Education has been operating in a very dynamic world. Major world-wide events have had long-lasting impacts on societies and economies, and universities have stepped up to address many of these impacts.

The Irish labour market and economy continue to perform strongly, but in line with global trends there is a growing shift in skillset demand attributed mainly to the twin transition of climate change and digitisation. The national Climate Action Plan¹, which sets out ambitious energy targets, will require significant upskilling and reskilling. Blended learning expands the opportunities provided to the increasing numbers of lifelong learners in this area and in other areas of skills needs. The pandemic was unprecedented and accelerated online education delivery. Ongoing investment in digital infrastructure and AI is critical in underpinning a quality educational experience and enhancing all aspects of the student's digital journey.

The pipeline of students entering third level education in Ireland continues on an upwards trajectory and although the country enjoys one of the highest tertiary education level attainment in the EU² a priority going forward is for a more inclusive higher education system³. Our responsibility is to nurture and support each individual in reaching their full potential. Higher education institutes worldwide are also concerned with student retention and completion rates, which has been compounded by COVID-19 and these will remain a priority to be addressed in the coming years.

Research and innovation is imperative in creating a better world. Ireland's Research and Innovation strategy⁴ envisages the remit of a technological university as being a catalyst for R&I through driving collaboration with enterprise and TU Dublin has ambitions to significantly build its capacity in this area.

Following a review of the external drivers and an assessment of the University's performance and capabilities in the context of wider economic and societal needs, TU Dublin now moves to the next phase of its strategy and has identified focus areas for the period 2024-2028. These focus areas are set out once again under our three pillars People, Planet and Partnership, along with a suite of Enablers. The associated goals are outlined in the next section.

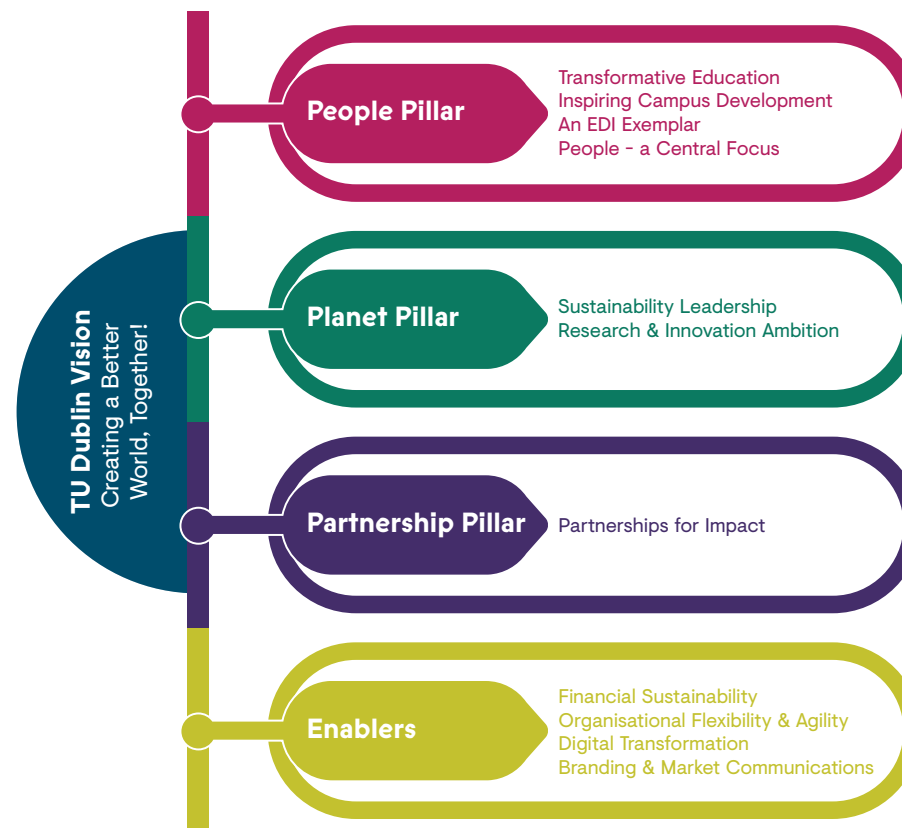
¹ Climate Action Plan 2023

² CSO Education Attainment Thematic Report 2022

³ National Access Plan 2022-2028

⁴ Impact 2030: Ireland's Research & Innovation Strategy

TU Dublin 2024-2028 Focus Areas



People Pillar 2024-2028

Strategic Intent 2030 Priorities		Goals 2024-2028	KPIs	Targets & Timelines
Focus Area: Transformative Education				
Nurturing Bright Minds, Creativity & Ambition & Creating Pathways for All	Underpinned by our transformative education, we aim to grow University enrolments - attracting new and diverse students and ensuring the success of our learners with increased progression and graduation rates and an overall enhanced student experience.	Student enrolments – Nos recruited (new & continuing)	» Grow total student enrolments by 12% above 2023 baseline	
		Student success – Nos progressing & graduating	» Increase the percentage of new entrants progressing at discipline and award level to at least the national norm	
		Student satisfaction measure	» Enhance the student experience so that 85% of students are satisfied with their TU Dublin university experience according to the National Student Survey	
Being Global	Our ambition is to enable our students develop awareness and competencies of operating and working in multi-cultural contexts, through creating an environment that attracts increased numbers of international students to study in TU Dublin and that promotes and supports students engaging in mobility opportunities abroad, including Erasmus.	International student enrolments » Non-EU Fee-paying » Mobility	» International students will account for 10% of the full-time student population » Increase student mobility (Erasmus) as a proportion of full-time undergraduate enrolments, to the average of the Dublin region universities	
Focus Area: Inspiring Campus Development				
Creating a Place of Imagination & Inspiration	With a masterplan for over 200,000m ² of development, we are cognisant of ongoing challenges in construction and aim for: » Completion of the campus developments that are currently in train » Progression of relevant new developments to construction stage, as set out in the University Masterplan, and » Optimal use of capital infrastructure to meet environmental and financial sustainability goals	Delivery of capital infrastructure Optimal use of capital infrastructure	» 22,000m ² of developments that are in train in 2023 to be completed by 2028 » 15,000m ² of new developments to be brought to construction stage by 2028 » At least 50% of buildings to be at optimal use, as per defined benchmarks	

People Pillar 2024-2028

Strategic Intent 2030 Priorities	Goals 2024-2028	KPIs	Targets & Timelines
Focus Area: An EDI Exemplar			
Creating a Place of Imagination & Inspiration	We intend to progress our EDI ambitions over the period of the plan, through the successful delivery of key EDI Action Plans.	Successful delivery of EDI Action Plans (including evaluation)	<p>Athena Swan (attainment of certification)</p> <ul style="list-style-type: none"> » Faculty & Departmental awards (2023-2025) » Renewal of Institutional Bronze award by 2025 » Application for Institutional Silver award by 2028 <p>Race Equality Plan</p> <ul style="list-style-type: none"> » Embed the Anti-Racism Principles for Irish HEIs in the Race Equality Plan (2021-2026) » Apply to Advance HE Race Equality Charter by 2026 » Develop and deliver a new Action Plan by 2028 <p>ESVH Plan</p> <ul style="list-style-type: none"> » The ESVH Plans to be delivered by 2028
Focus Area: People a Central Focus			
Championing a Passion to Excel	<p>With our people as a central focus, we will seek an appropriate Employer Accreditation, to reflect the University's supportive and people-oriented environment.</p> <p>Delivery of the University's People Plan will be key and will focus on three interconnected strands:-</p> <ul style="list-style-type: none"> » Foster a culture that cares » Attract, inspire and retain our talented people » Enhance our employee experience & transform our HR service 	<p>Employer accreditation achievement</p> <p>People Plan delivery</p>	<ul style="list-style-type: none"> » Achievement of an Employer Accreditation by 2028 » The delivery of the TU Dublin People Plan by 2028, including:- <ul style="list-style-type: none"> • Establishment of a University academic career framework* • Achievement of staff engagement & satisfaction levels on par with benchmarks in the HE sector • Recruitment and retention of quality staff at levels equivalent to sector norms • Investment in training & development, as a percentage of University spend, on par with sector norms <p><i>* in collaboration with Government & sector partners and in line with OECD recommendations</i></p>

Planet Pillar 2024-2028

Strategic Intent 2030 Priorities		Goals 2024-2028	KPIs	Targets & Timelines
Focus Area: Sustainability Leadership				
<p>Being a Beacon for Sustainability</p> <p>&</p> <p>Developing Responsible Global Citizens</p>	<p>We intend to advance our ambitions to be one of the most sustainable universities - leadership and actions taken in this phase of our strategy will support TU Dublin becoming carbon neutral by 2040.</p>	<p>Meet Climate Action Roadmap targets within the timeframe, specifically –</p> <ul style="list-style-type: none"> » Reduction in GHG emissions » Increase in energy efficiency <p>No of staff and students engaged in sustainability education & training and operations</p>	<p>Campus related targets*</p> <ul style="list-style-type: none"> » 46.5% reduction in GHG emissions by 2028 » 45% increase in energy efficiency by 2028 <p><i>* subject to availability of financial investment</i></p> <p>Education & training and operations targets</p> <ul style="list-style-type: none"> » All staff and students will have engaged in sustainability education & training by 2028 » A University STARS® rating to be achieved by 2027 	
	<p>We will ensure that all staff and students engage in sustainability education & training in the period, to equip them with the appropriate knowledge, skills and tools to help address the sustainability agenda effectively.</p>			
Focus Area: Research & Innovation Ambition				
<p>Tackling Global Challenges</p> <p>&</p> <p>Open Science, Open Innovation, Open to the World</p>	<p>We aim to grow the research activity of the University - expanding the proportion of staff that are research active; increasing the value of research funding; and growing the number of postgraduate research students.</p>	<p>Growth in research activity</p>	<ul style="list-style-type: none"> » % staff holding doctorates as per TU Act to be at 50% (60%)* » % academic staff that are research active to be at 23% (25%)* » PGRs as % of L8-L10 numbers as per TU Act to be at 5% (6.5%)* » € value of research funding awards to be at €32m (€40m)* <p><i>*the latter targets are contingent on the lifting of current constraints for Irish TUs and implementation in 2024/25 of a new workload model and career framework for the TU sector in line with the recommendations in the OECD report.</i></p>	
	<p>We wish to leverage TU Dublin's leadership role in knowledge transfer in Irish HE, and increase the volume of licences granted for commercial application and grow the number of start-ups created/supported.</p> <p>We intend to build on the enterprise frameworks that exist within the University and amongst our partners - to 'dare to discover' and develop and embed entrepreneurial mind-sets in the TU Dublin community and support the creation of new products and new start-up ventures.</p>			<p>Growth in Knowledge Transfer activity</p>

Partnership Pillar 2024-2028

Strategic Intent 2030 Priorities	Goals 2024-2028	KPIs	Targets & Timelines
Focus Area: Partnerships for Impact			
A Tightly Connected Network	We will continue to build and grow our active partnerships across academia, industry, community & society, to create real value and impact for the TU Dublin community and wider society.	Growth in partnerships	» Increase active partnerships by 10%

Strategic Enablers 2024-2028

Goals 2024-2028	KPIs	Targets & Timelines
Focus Area: Financial Sustainability		
We will concentrate on growing diversified income for the University and optimising efficiencies, to provide the financial dexterity needed for strategic opportunities and investment.	Maintain financial sustainability	<ul style="list-style-type: none"> » Achieve a minimum annual surplus of 4% by 2028 » Grow diversified income to 30% of total income by 2028 » Achieve efficiency in all units through the implementation of a University Costing Model and a Resource Allocation Model
Focus Area: Organisational Flexibility & Agility		
We aim to deliver a number of transformation programmes to ensure TU Dublin can operate as a flexible and agile organization.	Transformation programmes delivered to scope Service performance improved to target levels	<ul style="list-style-type: none"> » Delivery of Transformation Programmes to agreed scope and timeline » Improve service performance to levels of agreed benchmark in the HE Sector
Focus Area: Digital Transformation		
We will deliver a Digital Transformation Plan that provides the framework for an exceptional stakeholder journey, supporting student success and user-friendly engagement for the modern learner.	Value delivered within the Digital Transformation Plan	<ul style="list-style-type: none"> » Improve the user experience outlined in the Digital Transformation Plan, over the period to 2028
Focus Area: Branding & Market Communications		
We will substantially grow awareness of TU Dublin, firstly in Ireland and thereafter more globally.	Growth in unprompted awareness of TU Dublin amongst all adults Increase in our share of final CAO Level 8 1st preferences	<ul style="list-style-type: none"> » Grow unprompted awareness among adults threefold by 2028 » Increase CAO Level 8 1st preferences by one percentage point above baseline

TU Dublin

Strategic Plan

2024-2028



**Creating a Better
World Together!**

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