

Realising Infinite Possibilities

Strategic Intent
2030



We are TU Dublin

Building on a distinguished past, we are proud to be Ireland's first technological university, TU Dublin – an inspiring university where the arts, sciences, business, engineering and technology converge. Our ambitious 28,000+ students, from apprenticeship through to PhD, learn in a practice-based environment; our impact-focused research aims to benefit communities, society and the economy; and innovation and enterprise are at the heart of everything we do.

Deeply embedded in our region, TU Dublin has campuses in Dublin City Centre, in Blanchardstown and in Tallaght and, through our major infrastructural development plan, we are currently investing over €500 million in new, state-of-the-art, technology-enabled facilities to enhance our students' experience.

A leader in STEM disciplines, TU Dublin also supports the largest cohorts of students of business, media, culinary arts, and the creative and performing arts. We are passionate about life-long learning and, as the largest provider of part-time education, we make an important contribution to the economic life of Ireland, enabling capacity building for the future.

Our distinguished researchers and innovators are pioneers in science and technology discovery; play active roles in informing policy and standards; and contribute to the creative life of Ireland. Our award-winning technology transfer and business incubation activity has delivered over 400 new sustainable businesses with an economic value of almost €700 million.

With an international outlook, we welcome students and staff from around the world while our strong international partnerships provide opportunities for student and staff exchange programmes, major cross collaboration research projects, and employment opportunities. We are immensely proud of our network of 100,000+ TU Dublin graduates who are making their careers here in Ireland and in 70 countries worldwide.

Joining the ranks of exceptional technological universities around the world, TU Dublin is planning an exciting future.....

Infinite Possibilities

A complex world. A changing world. A world of infinite possibilities.

At TU Dublin, we are embarking on an exciting journey towards 2030 and we invite you to join us so that we can create a better world together.


We are in the midst of a technological era that is entirely disruptive. The pace at which technology, society and world economies are evolving has never been faster. We know that the future for our students, graduates and staff will be very different to that of today. So too, higher education must evolve and advance, to support our people and communities, to be truly relevant, and to deliver real impact.

Our challenge is to prepare our graduates to be well rounded, independent thinkers and lifelong learners with the aptitude to adapt to this changing world and to roles that do not currently exist.

In developing our TU Dublin strategy and in the course of our conversations with over 2,500, stakeholders, we viewed the challenges facing us through the lens of the UN Sustainability Goals (SDGs). Some clear areas of focus and shared concerns began to emerge. This has resulted in shaping our plan to tackle our task through three interrelated themes - **People, Planet, and Partnership**.

Underpinned by the key SDG goal of **'Quality Education'**, these three pillars will inform our approach to educational, research and engagement practices, ensuring that TU Dublin delivers real change, innovation and impact for society. We will create a seamless network of learning, linking with partners around the world to enhance our path of discovery.

We hope you will join us on this adventure of infinite possibilities.



David FitzPatrick, President



Creating a Better World Together

Our role as TU Dublin is to work with stakeholders – our students, staff, communities, industry and governments – to solve some of the world’s most pressing issues of today and take advantage of opportunities that arise. Our vision is to **‘Create a Better World Together’**.



The three pillars of our strategy are **People**, **Planet** and **Partnership**.

People

Fostering Individual Talents in an Ever Changing World

– we intend to ignite the imagination of students, staff and partners and support people to explore their abilities and reach their full potential



Planet

A Powerhouse for Living & Breathing Sustainability

– we intend to address the challenges facing the world and impact positively on the planet and people, with 'education' as the engine



Partnership

Delivering Shared Impact

– we intend to develop the most connected university; cultivating a network of discoverers, creators and entrepreneurs; engaging with people that make things happen



In the context of our strategic intent to 2030, the main priorities under each of these pillars are outlined. Strategic milestones for the next three years are also provided and capture our strategic plan to 2023.

People



Our Ambition:

Fostering Individual Talents in an Ever Changing World

We have a culture that cares for people, a place where there is space to foster ideas, relationships and individual personal development. The landscape in which we work, live and socialise is changing exponentially with the rapid pace of technology development. We are committed to creating transformational educational opportunities that inspire, support and develop the individual in reaching their full potential. By taking this approach, we are educating people who can confidently tackle the challenges that the world faces in creative and balanced ways.

We will do this through:

Creating Pathways for All

We are committed to providing lifelong education opportunities at every level:

- Providing and promoting multiple entry points and clear progression pathways for all
- Ensuring flexibility in structure, mode & place of delivery to suit an evolving global landscape
- By providing our communities, industry and wider society with targeted and relevant lifelong learning opportunities

Championing a Passion to Excel

We are committed to investing in a supportive and people-oriented environment:

- Attracting, retaining and bringing out the best in our high-calibre and diverse staff
- Developing a communications and engagement strategy, that creates a clear sense of shared purpose and trust, that supports staff and students to achieve the heights of success

Nurturing Bright Minds, Creativity & Ambition

We are committed to developing a new model of education:

- Radically rethinking, developing and delivering a new research-informed & practice-based education model, that promotes academic excellence and ensures that it develops the attributes and capabilities necessary for tomorrow's world, today

Creating a Place of Imagination & Inspiration

We are committed to creating a place where people love to work & learn:

- Where individuals are proud to be part of a living thriving connected community
- A place that underpins equality, diversity and inclusion for all
- Where structures & practices support the talent, passion & commitment of our community
- A top-class campus environment that fosters discovery, creativity, social connectivity and wellbeing

Celebrating our Ambassadors

We are committed to celebrating our Alumni in all walks of life:

- Connecting and working with Alumni to maintain a sense of belonging to the wider TU Dublin family
- Showcasing and profiling TU Dublin Alumni and their achievements

People

A woman with blonde hair, wearing large white headphones and clear glasses, is looking down at a laptop screen. She is wearing a white and grey striped turtleneck sweater. The background is blurred, suggesting an office or classroom setting. The entire image has a red tint.

**Fostering
Individual
Talents in an
Ever Changing
World**

Priorities

**Nurturing
Bright Minds,
Creativity &
Ambition**

**Creating
Pathways
for All**

**Creating a Place
of Imagination
& Inspiration**

**Championing
a Passion
to Excel**

**Celebrating our
Ambassadors**

Strategic Intent

– Strategic Objectives (2030)
& Strategic Milestones (2023)

Strategic Objectives (2030)

A dynamic new model of education producing the most sought-after digitally-literate graduates, will be embedded in the University, transforming the learning opportunities and experience for all

We will be the most 'accessible' university in Ireland, with the largest number of diverse learners

We will be recognised as an exemplar in equality, diversity and inclusion (EDI) where people are proud to be part of a connected community and their talents, aptitude and agility will create real impact on the global stage

The design and investment of 200,000+ m² of new campus development space will deliver a cutting-edge learning environment

We will achieve and develop a body of high calibre of staff in line with International TUs, who are actively engaged in the University's shared purpose

We will expand and celebrate our connected family of highly successful, internationally sought-after graduates

Milestones (2023)

A new education model that promotes academic excellence will be in place and TU Dublin will be in the top 3 Irish universities for graduate employability

We will have 1/3 of offerings delivered through multiple pathways; diversity ratios will be in the top decile nationally and will be the largest provider of lifelong learning for industry & the professions

Achievement of staff & student profiles in line with our EDI ambition, including attainment of the Athena Swan award and 20% international staff cohort; and implementation of a staff charter that supports the passion & commitment of our people

Delivery of almost 2/3 of the planned infrastructural campus developments as per the University masterplan

We will have built a body of high calibre staff, supported by a comprehensive staff engagement & development programme

We will have increased Alumni engagement, such that 1/3 are active contacts within the network - through targeted communication; an expanded international activity programmes and profiling of Alumni success

Planet

A person wearing a red sweater and white gloves is working with plants in a greenhouse. The person is seen from the side, wearing glasses, and is focused on a plant. The background shows the structure of the greenhouse with sunlight filtering through.

Our Ambition:

A Powerhouse for Living & Breathing Sustainability

TU Dublin is uniquely positioned to drive societal changes. We will be a leader and a voice for sustainability, a way of living and working in a new, more balanced way, a way that protects our planet for future generations. We will work with stakeholders to solve some of the world's most pressing problems and champion these issues at local, national and global level.



We will do this through:

Developing Responsible Global Citizens

We are committed to facilitating learning & knowledge-creation, fostering ambition and passion for sustainability:

- Providing education for all learners that instils a sustainability mind-set and creates champions to drive the sustainability agenda
- Engaging all learners, at all levels, in practiced-based research

Being a Beacon for Sustainability

We are committed to driving consciousness and understanding of sustainability:

- Driving public discourse and influencing policy development in partnership with thought leaders
- Showcasing a living lab for environmental sustainability in one of the world's most sustainable universities
- Fostering leading minds and sharing research knowledge & expertise that informs actions that achieve sustainability

Tackling Global Challenges

We are committed to delivering deep understanding and new solutions to the planet's challenges:

- Cultivating multidisciplinary research to deliver global impact
- Engaging with creators and global networks to build critical mass of knowledge and understanding
- Delivering research projects with industry and community partners - converting knowledge into tangible outcomes

Planet

Priorities

Being a
Beacon for
Sustainability

Creating
Responsible
Global Citizens

Tackling Global
Challenges

**A Powerhouse
for Living &
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Strategic Intent

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Objectives (2030)

We will be a leader in informing public debate on sustainability, stimulating awareness and action

We will be recognised for our commitment to real action on sustainability, reducing our carbon footprint and meeting global sustainability standards such as STARS ®

A new generation of TU Dublin graduates will be leading the sustainability agenda with passion and purpose

Our research community will be internationally recognised in 5 key research fields

We will be known for the creation of new knowledge and the development of timely & practical solutions that address the SDGs

Milestones (2023)

A campaign of awareness-building will be in place, supported by an events programme of international thought-leader inputs and research

We will be one of the top Irish universities for sustainability, recognised through the achievement of Green Flag awards for all campus locations

All programmes will have sustainability as a learning outcome and every learner will engage in practice-based research

We will be active participants in relevant global networks; and our research activities will have grown and be concentrated in 5 key fields, delivering a weighted portfolio of research outputs

Partnership

A photograph of a man and a woman in a workshop. The man, wearing glasses and a grey t-shirt, is holding a metal component. The woman, wearing safety glasses and a green shirt, is looking at the component. The background is a blurred workshop with various tools and equipment.

Our Ambition:

Delivering Shared Impact

TU Dublin is close to the pulse of a thriving society. We actively reach out and reach in to connect people, to share competencies, join ideas, create synergies and unearth new opportunities. We will actively seek to increase and deepen our partnership all over the world, on the understanding that the complex problems of today are solved together. Our approach is “**We Can, We Will, We Do**”.

We will do this through:

A Tightly Connected Network

We are committed to making things happen through drive and imagination in close partnership with stakeholders:

- Leading a seamless network of learning and discovery that will leverage synergies and deliver common goals
- Engaging our tightly connected network to increase the opportunities for lifelong learning, drive collaborative research agendas and support the delivery of creative tangible solutions for the real world

Organisational Effectiveness

We are committed to ensuring the operations of the University are sustainable and entrepreneurial:

- Embracing innovative operations and processes to achieve agility
- Applying entrepreneurial approaches to resource efficiencies and increase income diversity to fund future growth & development
- Delivering an organisational design appropriate to a modern university that is culturally and structurally responsive
- Creating a technology-enabled university that enhances the student experience and supports the streamlining of information and operations

Open Science, Open Innovation, Open to the World

We are committed to developing and sharing knowledge openly, creating synergies with partners to optimise impact:

- Supporting an environment where open science is the norm
- Underpinning our innovation ecosystem and deepening our entrepreneurial collaborations, to increase the number of new technologies, new products and new businesses created

Being Global

We are committed to ensuring that TU Dublin becomes a global technological university:

- Building the TU Dublin brand so that we are recognised internationally as a top performing technological university
- Embedding internationalisation in all aspects of TU Dublin
- Driving collaboration with key strategic partners nationally and internationally to expand our reach, gain access to international practice and enhance our education and research capabilities

Partnership



Priorities

Open Science,
Open Innovation,
Open to the
World

A Tightly
Connected
Network

Being Global

Organisational
Effectiveness

Delivering
Shared
Impact

Strategic Intent

– Strategic Objectives (2030)
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Strategic Objectives (2030)

We will be a university of open innovation – supporting and growing our portfolio of creative & entrepreneurial endeavours

Our vibrant connected network will be well-established and known for delivering real solutions for the real world

TU Dublin will be recognised internationally as a top performing technological university

Our international activities and partnerships in key regions will have flourished and international students will represent at least 1/5 of the student population

To be financially sustainable and agile in a changing landscape, so as to fund our strategic aims

To be one of the most flexible universities in meeting the needs of stakeholders

We will be an agile, technology-enabled, modern university, that facilitates learners in an advanced digital world

Milestones (2023)

An appropriate model to achieve a practical open innovation university system will be established and an open science environment as set out by the ‘National Framework on the Transition to an Open Research Environment’ will be in place

We will deliver a cohesive engagement strategy that grows collaborative activity with industry & community partners by 20%

A branding campaign will be developed and in train at local, regional and international level

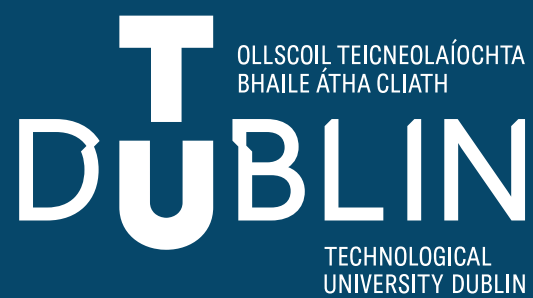
A detailed plan to grow key strategic partnerships in at least 3 global regions will be developed and implemented

15% of our new student intake will be international students

We will have diversified our income, so that at least 1/6 of revenues are non-exchequer funded and we will have completed a full financial evaluation to identify potential sources of ongoing efficiency & effectiveness

A new organisational design will be delivered, comprising of an integrated university structure and supported by clear agile processes & systems and a robust communication programme

University-wide integrated business systems will be in place



**Infinite
Possibilities**

www.tudublin.ie