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TU DUBLIN

TECHNOLOGICAL
UNIVERSITY DUBLIN

TU Dublin Annual Report

2024

where learning meets the real world

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Statement from the Chair

TU Dublin continues the proud mission of its founding institutions, delivering access, excellence and an education grounded in the real world to thousands of students each year. As Chair of the Governing Body, it is a genuine source of pride to witness the transformative impact of our University's work. Across all campuses, the dedication of faculty and staff is changing lives, opening pathways to education, qualifications, employment and strengthening the futures of individuals, families and communities.

TU Dublin is deeply rooted in the communities it serves. It values its role not only as a place of learning, but as a driver of opportunity, inclusion and innovation. The Governing Body is firmly committed to ensuring that the University continues to act as a gateway to a better life for the people of Dublin and Ireland more broadly.

Like any young and ambitious institution, TU Dublin has faced challenges. The realities of growth and consolidation have tested our systems and structures. Entering into the Higher Education Authority's Section 64 process was a difficult challenge, but one which ultimately has provided the University with an opportunity to reset and place itself on a more sustainable footing for the future.

We were fortunate to have the steady leadership of Professor John Doran, who took up the role of interim President in March 2024. Working closely with the Governing Body, Professor Doran helped to develop and steer a comprehensive recovery plan. His calm leadership, good humour and evident dedication to TU Dublin were invaluable during a time of necessary reflection and renewal. We are grateful for his service.

The work of renewing TU Dublin and building long-term sustainability is ongoing. In autumn 2024, the Governing Body initiated a comprehensive, open and inclusive search for a new President. We were delighted to appoint Dr Deirdre Lillis, who took up the post in January 2025. Dr Lillis has brought to the role a deep commitment to students, faculty and staff, alongside a determined resolve and clarity of purpose. Her leadership has already been a source of inspiration and we look forward to the next stage of TU Dublin's development under her guidance.

The Governing Body and I, as Chair, are acutely aware of the trust placed in us by students, staff, the wider community and the public. We take this responsibility seriously. Throughout the past year, we have sought to strengthen the University's performance and accountability and we will continue to exercise active and constructive oversight, as is our duty under legislation.

As the pages that follow show, TU Dublin is a special institution, young, ambitious and full of potential. Its achievements reflect the talent, effort and commitment of its people. The Governing Body warmly commends these accomplishments and pledges our full support in the months and years ahead to ensure the University continues to grow and thrive.

Charles J. Larkin, B.A. (Mod.), Ph.D. [TCD]
Chair, Governing Body, TU Dublin

Welcome Message from the President

It is my pleasure to welcome you to Technological University Dublin's 2024 Annual Report, a celebration of progress, purpose, and the transformative impact of employer-engaged, practice-based education.

At TU Dublin, we believe that higher education is a powerful engine for opportunity. We are proud to offer a unique educational pathways, from apprenticeship to PhD, that support learners from all backgrounds in reaching their full potential. As Ireland's first technological university, our role in society is clear: to break down barriers to education and equip graduates with the real-world skills our society and economy urgently need.
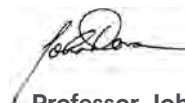
Our model of practice-based learning is working. The most recent Higher Education Graduate Outcomes Survey confirms that TU Dublin graduates are leading the way in employability, with top results in Dublin and nationally. Within nine months of graduation, 78% of our Level 8 graduates and 82% of taught postgraduates are in full-time employment. These figures speak to the value of our hands-on, enterprise-aligned approach, which prepares students to be adaptable, innovative, and ready to make an immediate impact across key sectors such as Digital Technologies, Pharmaceuticals and Life Sciences, Creative Industries and Design, Tourism, Green Energy, Sustainable Construction and Biomedical Engineering.

We are also deeply embedded in our communities, from digital literacy programmes in local schools to science competitions that inspire the next generation, to partnerships promoting peace, justice, and sustainability. These initiatives reflect our commitment to social inclusion and engagement.

Looking ahead, we are investing over €500 million in cutting-edge facilities across our unrivalled campus network. New developments in Blanchardstown, Tallaght, and Grangegorman will open in 2025 and will support innovation, research, and student experience for years to come.

As we continue to grow and evolve, our focus remains on delivering an education that matters, one that empowers learners, strengthens communities, and drives Ireland's progress in a rapidly changing world.

Thank you for being part of our journey.

Professor John Doran
Interim President, TU Dublin

Executive Summary

TU Dublin is Ireland's first technological university. Established in January 2019, its mission is the pursuit of excellence in student-centred learning, practice-led and impact-focused research, deep discipline engagement and the co-creation of teaching, learning and research. Deeply embedded in the region, TU Dublin has campuses in Dublin city centre (at Grangegorman, Aungier Street, and Bolton Street), and in Blanchardstown and Tallaght.

The University launched its Strategic Intent 2030 in January 2020. This set out a ten-year roadmap for the University's development, with a vision to 'Create a Better World, Together'. Aligned with the UN Sustainable Development Goals (SDGs), the strategy is centred on three key pillars of People, Planet and Partnership.

In 2023, TU Dublin launched its Strategic Plan 2024–2028, the second phase within the Strategic Intent 2030. This continues to focus on the three pillars of People, Planet and Partnership and sets out the overall goals and targets for the coming five years. This year, 2024, was the first year of implementation and this Annual Report reflects the activities undertaken and the advances made by the University throughout 2024, set out under the three strategic pillars.

People

In support of national objectives for higher education, a strategic priority in 2024 was to grow student enrolments, ensuring that the University is flexible and responsive in meeting skills shortages as they emerge, while fostering greater participation in lifelong learning and the goals of the National Access Plan 2022–28.

In 2024, there were over 28,000 students in TU Dublin. The University accounts for 9% of national higher education enrolments and also supports significant numbers of craft apprentices, overseas and junior music students. TU Dublin is the leading provider nationally in the fields of Engineering, Manufacturing & Construction, and in Information and Communications Technology (ICT). In terms of student enrolments in the sector, it ranked third in Science and also in Business, Administration & Law. TU Dublin is also a major provider in the Arts & Humanities field and provides 35% of the 'Creative & Performing Arts' education in the Dublin region. The University continues to be a leader in part-time education provision, with almost 8,500 part-time students enrolled in 2024.

Aligned to the goals of the National Access Plan 2022-2028, we had the highest number of access students nationally (across all categories) at 12.5% of the total. This includes over 3,000 students from socio-economic disadvantaged backgrounds, and over 1,800 students with disabilities. We maintained our commitment to promoting equity of access and participation in education, and advancing equality, including gender equality, in all aspects of our work. The institutional application for Athena Swan Bronze renewal is on track for submission at end 2025.

Being Global is central to our activities and in 2024, we had over 1,700 non-EU Students, of which more than 1,100 were enrolled on our overseas programmes, an increase on the previous year. We also had an increase in the number of Erasmus and exchange students (at almost 1,000), involving 28 countries.

Progression rates are an important indicator of student success and in 2024, there was a 2% improvement in progression of first year new entrants in undergraduate programmes, compared to the previous year. The finding of our student survey was that 83% of students *would recommend their programme to another person*. This was based on a similar question in the Irish Survey of Student Engagement (ISSE) and our target is to reach 85% by 2028.

Enhancing the quality of the physical learning environment and campus facilities for our students, staff and stakeholders, in 2024 we completed several major construction projects, along with the ongoing renovation of protected structures. Construction and renovations continued through 2024 across our Blanchardstown, Grangegorman and Tallaght campuses.

During the year, we continued to invest in the creation of a supportive and people-oriented environment. We made considerable progress in advancing a career framework for academic staff and in the development of a workload allocation model. We launched the first *TU Dublin Employee Engagement Survey* and in 2024 we also launched THRIVE — a holistic, research-informed workplace wellbeing framework for staff. TU Dublin was awarded the 'HR Excellence in Research' (HRS4R) accreditation award in February 2024.

Planet

Our aim is be recognised for our commitment to real action on sustainability, reducing our carbon footprint and meeting global sustainability standards. The University Sustainability Council (USC) was formed at the beginning of 2024 to advance sustainability and climate action at TU Dublin, translating our strategic objectives and legislated mandates into the University Sustainability Strategy. Having submitted our application, we expect to have STARS® rating in 2025. (STARS is the Sustainability Tracking, Assessment & Rating System that enables HEIs track and measure their sustainability performance). In the Times Higher SDG Impact Rankings 2024, TU Dublin was ranked in the top 100 universities globally on three SDGs: we were ranked 29 in the world for SDG 13 Climate Action, 69 for SDG1 No Poverty, and 72 for SDG 11 Sustainable Cities and Communities.

In Research and Innovation, TU Dublin aims to be known for the creation of new knowledge and the development of timely and practical solutions that address the Sustainable Development Goals (TU Dublin Research & Innovation Strategy 2023-2028). To support this, we developed our first Research Impact Framework, which provides staff and students with a structured approach to planning, achieving, and demonstrating the impact of their research. We also published our Coalition for Advancing Research Assessment (CoARA) Action Plan, which outlines TU Dublin's strategy for reforming research assessment over the next three years.

As part of our R&I strategy, we announced the establishment of 21 Designated Research Centres, aligned to our five distinctive research priorities. The ARISE (*Amplifying Research and Innovation Supporting Enterprise*) initiative at TU Dublin, supported by a €13.6 million investment from the EU and the Government of Ireland, is advancing connections between academia and industry across five key sectors.

The numbers of postgraduate research students at TU Dublin continues to grow. We exceeded our targets for postgraduate students and our goals for knowledge transfer, including new licence agreements and university spin-outs. We continue to support enterprise activity and this year, 53% of participating businesses on the New Frontiers programme were led by women.

Partnership

A high-level goal in our Strategic Plan 2024-2028 is to continue to build and grow our active partnerships across academia, industry, community and society, to create real value and impact. In 2024, we prioritised expanding our academic partnerships and our existing industry relationships, forming new alliances across key economic sectors.

At national level, TU Dublin was the lead partner in Building Change - a Human Capital Initiative (HCI) Pillar 3 project among the six schools of architecture in Ireland. This aims to radically revise the architecture curriculum, empowering future graduates to address the sustainability challenges faced by society. At EU level, we strengthened our engagement within the European University of Technology (EUt+) and launched a Master in Global Sustainability Leadership, in collaboration with the United Nations Institute for Training and Research (UNITAR).

One of our global partnerships was supported by the Framework for Collaborative Action between the HEA and Polytechnics Canada. TU Dublin signed a Memorandum of Understanding (MOU) with a number of Canadian HEIs, including British Columbia Institute of Technology, Humber Polytechnic, and Mount Royal University - exploring collaboration in pharmaceutical education for local industries, joint programmes in business sustainability, pathway programmes, co-supervision, and exchanges for staff and students.

During 2024, our community and industry partnerships also continued to flourish and examples are given in the body of the report.

TU Dublin at a Glance

Key Facts & Figures

28K+
students

7k
graduates per year

3
campuses

8K+
part time students

1 : 15
staff: student ratio

3K+
international students from over 100 countries

1,000+
students working with community organisations

STEM
15%
of the national provision

Business
12%
of the national provision

Services
18%
of the national provision

Creative & Performing Arts
35%
of Dublin region provision

Craft Apprenticeships
20%
of the national provision

28%
of undergraduate new entrants via **access routes**

Further Education
21%
of national applications

Award Winning Staff

Athena SWAN
Bronze Award

€28M
Research Expenditure

1,000+
academic collaborations

14.6M+
open access research downloads arrow@TUDublin

Our students field of study

Field	%
ENGINEERING	28%
BUSINESS	22%
SCIENCE	11%
ICT	11%
ARTS & HUMANITIES	11%
SERVICES	7%
HEALTH & WELFARE	6%
SOCIAL SCIENCE	2%
GENERIC	1%
EDUCATION	1%
AGRICULTURE	<1%

800+
collaborations with industry

Award Winning
Technology Transfer Activities

M^2
7,000m²
of incubation space

120+
start-ups p.a. (facilitated on campus)

200+
Participating in start-up programmes

Strategic Intent 2030

Creating a Better World Together

The TU Dublin Strategic Intent 2030 articulates a vision to 'Create a Better World, Together' and is based on three pillars - **People**, **Planet** and **Partnership**.
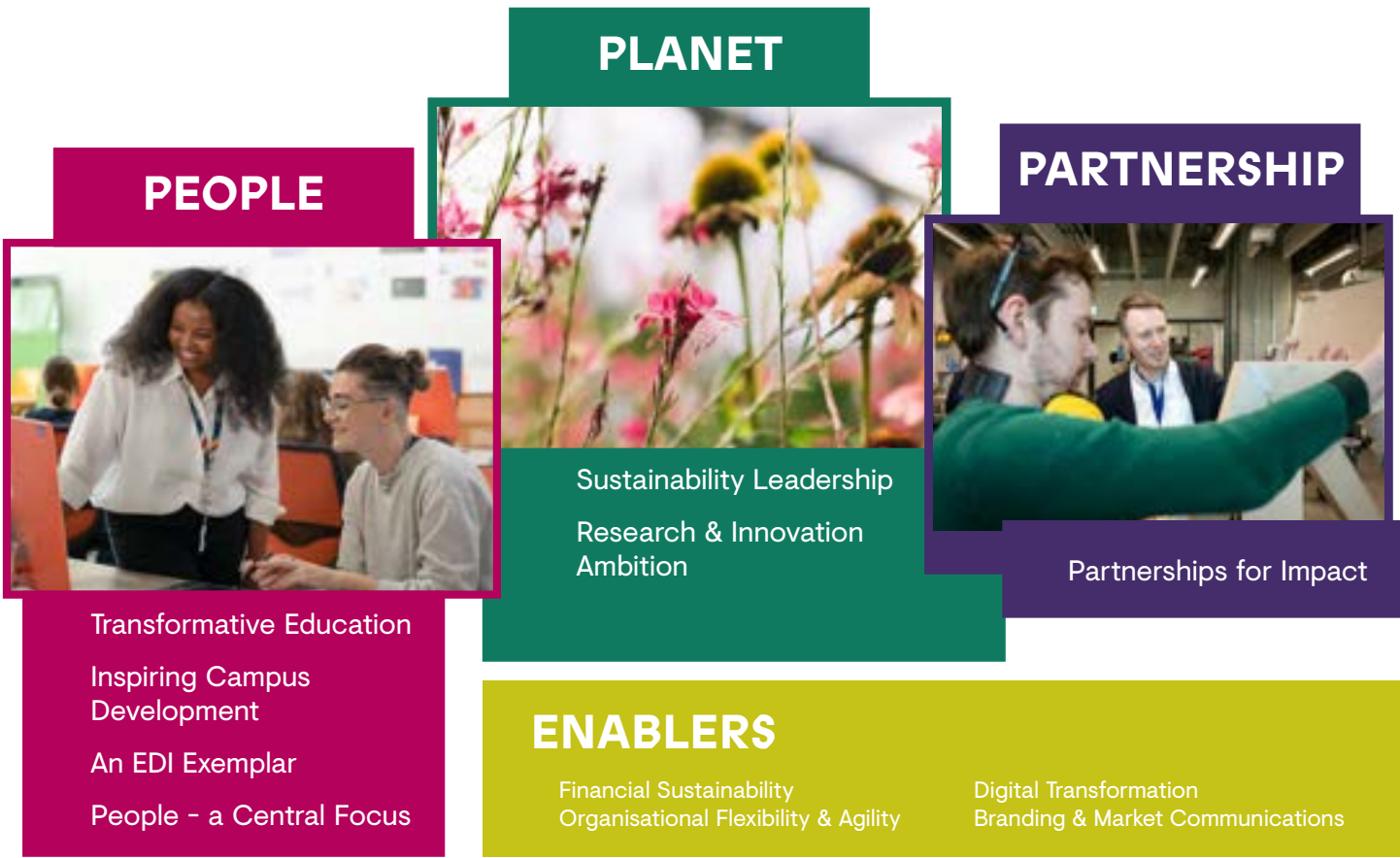
People – where our ambition is to foster individual talents in an ever-changing world

Planet – where our ambition is to be a powerhouse for living and breathing sustainability
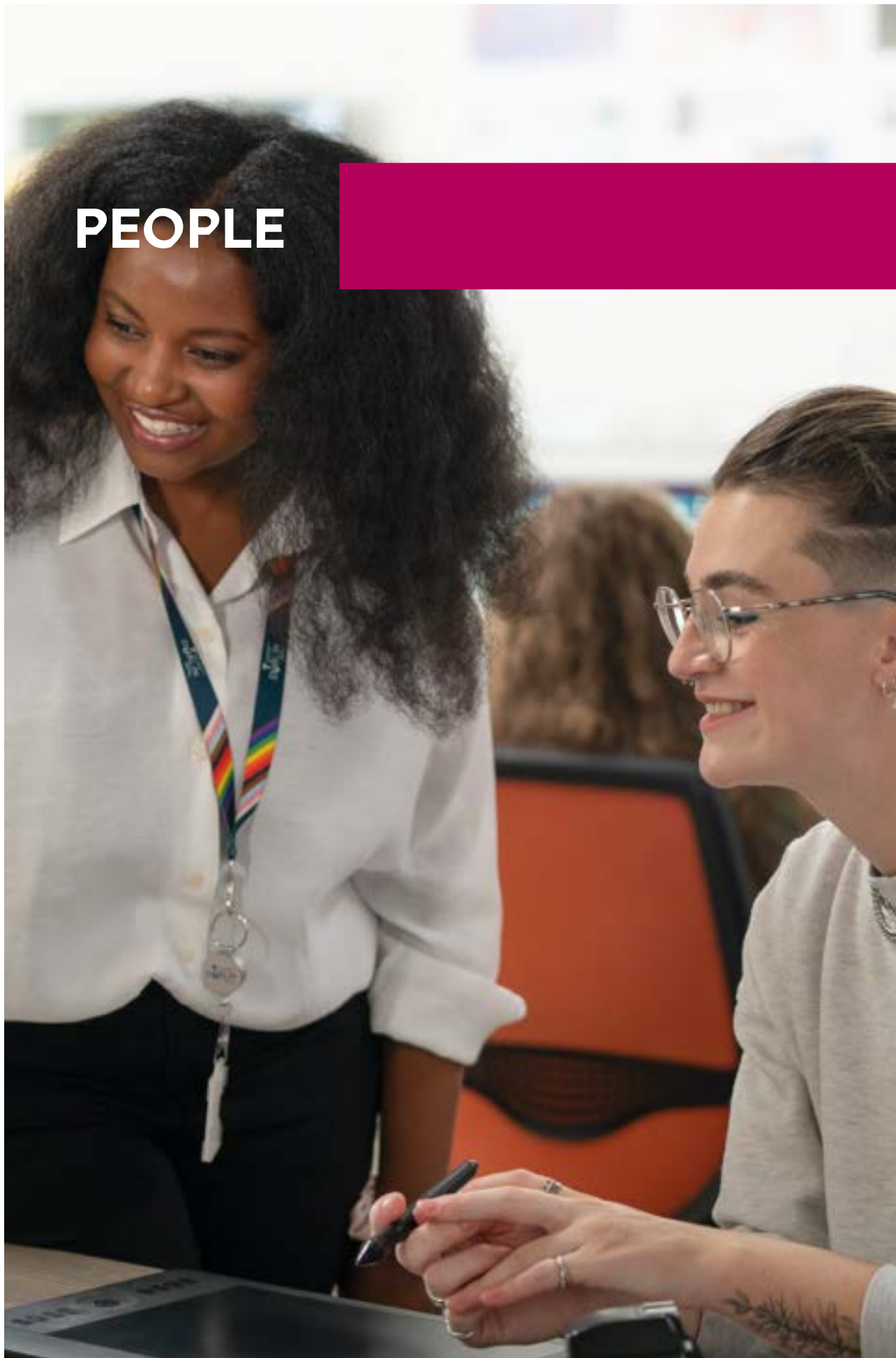
Partnership – where our ambition is to deliver shared impact

The University is now implementing its Strategic Plan 2024-2028, reflecting these aims. The key areas of focus of the plan are given below.

Figure 1: Focus Areas for Strategic Plan 2024-2028

PEOPLE

Transformative Education

Inspiring Campus Development

An EDI Exemplar

People - a Central Focus

PLANET

Sustainability Leadership

Research & Innovation Ambition

PARTNERSHIP

Partnerships for Impact

ENABLERS

Financial Sustainability
Organisational Flexibility & Agility

Digital Transformation
Branding & Market Communications

PEOPLE

Our Ambition

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

1 Transformative Education

Underpinned by our model of 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.

1.1 Our Students - nurturing bright minds, creativity & ambition

In 2023/24, just under 266,000 students were enrolled in Irish higher education. Figure 2 below, shows TU Dublin with over 9% of national higher education enrolments – however, this does not account for the significant numbers of apprentices, overseas and Junior Music students in the University. Celebrating over 7,000 graduates annually, TU Dublin remains one of the largest universities in Ireland. The University has the largest number of full-time undergraduate new entrants nationally, with over 5,000 undergraduate students commencing each year.

Figure 2: Student Enrolments – Breakdown by HEIs Nationally, 2023/24
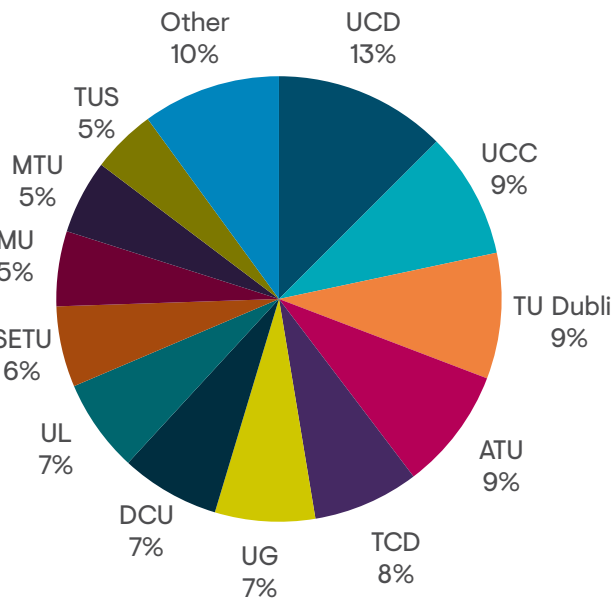
Source: HEA Statistics
Excludes Apprenticeships, Overseas, Incoming Exchange, and Junior Music students

The University is located in the Eastern and Midland Regional Assembly (EMRA) region, a major economic hub, accounting for approximately 50% of total employment in the country, across diverse industries. It is estimated that EMRA will grow by 17% to 2.7 million people by 2031, providing a strong pipeline of potential learners entering Higher Education (HE). The future growth in TU Dublin student enrolments will be shaped by (i) the University's location within the EMRA, (ii) the development of our programme offering, and (iii) our plan to increase our non-EU student enrolments.

The University's ambition, outlined in the Strategic Plan 2024–2028 is to:

» Grow total student enrolments by 12%. This will support national objectives for higher education, ensuring that the University is flexible and responsive in meeting skills shortages as they emerge, while fostering greater participation in lifelong learning and the goals of the National Access Plan 2022–28

» Increase the percentage of new entrants progressing at discipline and award level to at least the national norm

» Enhance the student experience so that 85% of students are satisfied with their TU Dublin university experience

TU Dublin Student Profile

In 2023/24, the total number of students in TU Dublin was **28,188** – this comprises all student groups, including apprenticeship, overseas and our Junior Music students. The breakdown between full-time and part-time was 67% and 33% respectively. Table 1 provides a breakdown of students from NFQ Level 6 to NFQ Level 10, distinguishing between full-time and part-time students, undergraduate and postgraduate (taught) students, and postgraduate research (NFQ Levels 9 & 10). The University continues to be a leader in part-time education provision. In 2023/24, the University had almost 8,500 part-time students at higher education levels, of which 72% were at undergraduate level.

Table 1: TU Dublin Student Numbers 2023/24

Programme Type	NFQ	Full Time	Part Time	Total
Honours Degree Level8	8	13,827	1,212	15,039
General Degree Level 7	7	2,936	795	3,731
Higher Certificate Level 6	6	557	714	1,271
Certificate	6	-	1,006	1,006
Diploma	8	-	6	6
Professional Training Qualification (Undergraduate)	6,7,8	43	706	749
Apprenticeship / QQI Advanced Certificate	6	-	1,676	1,676
Foundation (Undergraduate)	6	106	-	106
Occasional (Undergraduate)	7,8	-	-	-
Non-3rd Level Access/Up-skilling (e.g ECDL)	99	-	-	-
Undergraduate Total		*17,469*	*6,115*	*23,584*
Masters Taught (Postgraduate)	9	609	847	1,456
Higher Diploma (Postgraduate)	8	50	272	322
Diploma (Postgraduate)	9	25	127	152
Certificate (Postgraduate)	9	-	450	450
Professional Training Qualification (Postgraduate)	9	-	445	445
Occasional (Postgraduate)	9	-	-	-
Postgraduate Taught Total	-	*684*	*2,141*	*2,825*
Masters Research (Postgraduate)	9	42	34	76
PhD (Postgraduate)	10	419	185	604
Postgraduate Research Total	-	*461*	*219*	*680*
Junior Music	-	-	723	723
Incoming Exchange	-	376	-	376
Grand Total	**-**	**18,990**	**9,198**	**28,188**

Our Student Profile in the Higher Education Sector

TU Dublin is known for its practice-based and enterprise-focused education offerings.

The University has a high percentage of students in STEM, comprising the fields of study: Engineering, Manufacturing & Construction; ICT; and Science. In 2023/24, STEM enrolments made up almost half of all TU Dublin higher education students and the University accounted for 15% of STEM students nationally.

TU Dublin is the leading provider in Engineering, Manufacturing & Construction with 18% of national provision

It is also a leading provider in ICT with over 16.5% of national provision

In Science, the University had almost 3,000 students, equivalent to 11% of national provision, ranking third, after UCD and UCC.

In Business, Administration & Law, with just under 6,000 students, TU Dublin is in the top three providers with 12% of national provision

TU Dublin is also a major provider in the Arts & Humanities field and provides 35% of the 'Creative & Performing Arts' education in the Dublin region.

Apprenticeship education is an important area of activity for the University. TU Dublin works closely with stakeholders to provide a diverse suite of apprenticeship education and training courses, in areas such as aircraft mechanics, industrial electrical engineering, telecommunications, and construction. In 2024, 1,676 students were enrolled on traditional craft apprenticeship programmes and a further 258 on consortium-led apprenticeships, in areas such as process instrumentation, automation, logistics and computing in networking technologies.

With a diverse portfolio of programmes, the University also provides multiple progression pathways for students across all faculties. Learners can progress from NFQ Level 6 to Levels 7 and 8 (General and Honours Degree), and to postgraduate studies (Higher Diploma, Professional Training Qualification, Masters and PhD). The University caters for those wishing to upskill/increase their qualifications including through micro-credentials and offers conversion programmes that give learners the opportunity to upskill and/or change their career path.

Creating Pathways for All

Our aim is to be the most accessible university in Ireland, with the largest number of diverse learners.

Aligned with the ambitions of the National Access Plan (NAP), TU Dublin seeks to create an inclusive and diverse higher education sector and specific targets are set for the priority groups identified in the NAP[1] . To realise our ambitions, during 2024 we finalised the 'TU Dublin Plan for Access & Participation 2024-28'. This sets out the detail of how we intend to safeguard and promote fair access and student success, through our outreach activities, student supports and other initiatives.

Our most significant achievements in implementing the National Access Plan during 2024 are summarised in Table 2. This comparative data is drawn from previous years' enrolments, but forms the basis of allocation of HEA grant funding for access students in 2024. Within the higher education sector, TU Dublin had:

» The highest number of access students (across all categories) nationally = 12.5% of the total

» The second highest number of socio-economic disadvantaged students, after ATU (2,718 and 2,795 students respectively)

» The second highest number of disadvantaged mature students, after SETU

» The second highest number of students with disabilities, after UCD

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1 NAP (National Access Plan for Equity of Access, Participation and Success in Higher Education 2022–2028) priority groups include people who have experience of homelessness, disability (including intellectual disabilities), mature students, lone parents, members of the Travelling and Roma community, migrants, refugees, ethnic minorities, and people on low income or social welfare.

Table 2: TU Dublin Performance on Access & Participation

Enrolments of Targeted Cohorts	TU Dublin	All Institutions	% National Provision	Ranking
Socio-Economic Disadvantaged Students	2,718	20,510	13.2%	2
Disadvantaged Mature Students - New Entrants	118	919	12.8%	2
Students with Disabilities	1,853	17,057	10.9%	2
Travelers	12	133	9%	5
Total Access Students (RGAM funded)	**7,419**	**59,129**	**12.5%**	**1**

Students with the Access Support Service

The **Taste of TU Dublin** initiative was developed through engagement with community partners and was supported under PATH 3, which aims to bring together different sectors, to support equity of access to Higher Education. In this case, TU Dublin collaborated with community organisations to design and deliver a programme that would provide adult learners with the opportunity to experience TU Dublin, visit the campus, explore the higher education options available to them, and learn about the supports and assistance available to them.

The programme was piloted in 2021 with ten participants. Since then, the University has facilitated 19 Taste of TU Dublin events, with 335 participants. The attendees have benefited by receiving clear information about higher education opportunities, understanding the entry routes, pathways and application process, the financial supports available, and career and employment prospects. An important adaptation of Taste of TU Dublin, was the creation of a session specifically for people in the International Protection Applicants (IPA) system.

Our International Students - 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.

The target is to:

» Increase our non-EU fee-paying students to 10% of all Full-time students

» Grow student mobility (Erasmus) to at least 2% of total full-time undergraduate enrolments

In 2024, TU Dublin had 1,729 non-EU Students, of which 646 were studying in Dublin and a further 1,129 were enrolled on our overseas programmes in China for example (up from 924 in 2023). We also had 451 Erasmus incoming and exchange students (an increase of 6% on the previous year), coming from 23 countries, and 514 outgoing students, availing of at least one semester abroad - in 28 countries.

Figure 3 shows our international student body by domicile. In 2024, there was an increase in the number of students from Asia, 55% compared to 52% in the previous year, with significant growth from Bangladesh and Pakistan. There was a relative 3% decrease in students from Europe (from 38% to 35%). Africa, Central Asia and Latin America are also represented.

Figure 3: TU Dublin International Students by Region of Origin, 2023/24

| 2% North America | 1% South America | 35% Europe | 6% Africa | 55% Asia | 1% Australia |
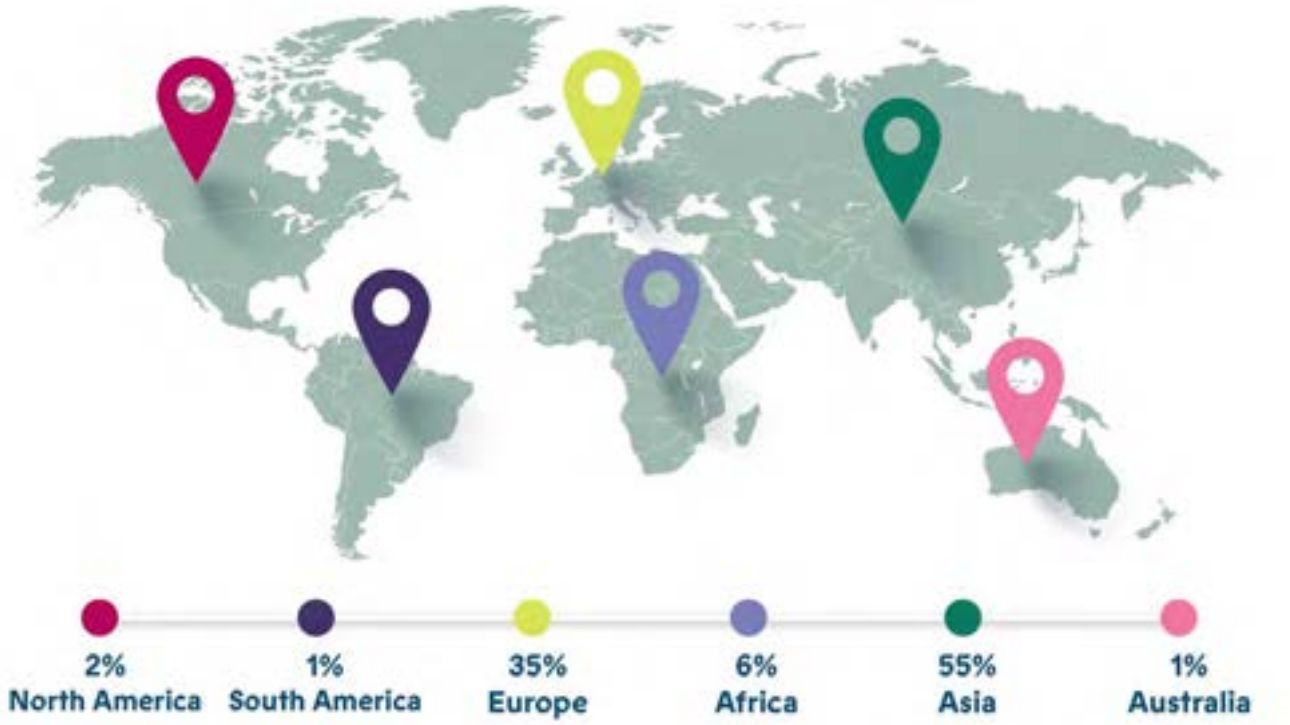
Almost half (46%) of our non-EU students were enrolled on postgraduate programmes. The majority were on Level 9 Taught Masters programmes in Business, Engineering and ICT. Compared to the previous year, there was a growth in the number of students enrolled on ICT programmes, Science and Business.

Table 3: Non-EU Students on Level 9 (Taught) Masters

Faculty	2022/23	2023/24	% Change
Arts & Humanities	44	41	-7%
Business	80	107	34%
Computing, Digital & Data	26	52	100%
Engineering & Built Environment	61	70	15%
Sciences & Health	17	24	41%
Total	**228**	**294**	**29%**

1.2 Encouraging and celebrating student success

Underpinned by our model of education, our ambition is to ensure the success of our learners, with increased progression and graduation rates and an overall enhanced student experience.

The University's Graduate Attributes Policy articulates the skills, qualities and capabilities that will define our graduates and be developed and enriched through their academic programmes, extracurricular activities, and learning and work experiences. Our graduates are:

» Digitally capable, life-long learners: Graduates who are empowered to adapt and thrive in an ever-changing digitally connected world

» Sustainability-focused, global citizens: Graduates who are socially engaged and responsible, leading the sustainability and equity agendas with passion, purpose and resilience

» Collaborative, real-world problem solvers: Graduates who are equipped with the skills and abilities to respond proactively and effectively to future challenges

The policy outlines how the University will embed the graduate attributes in the curriculum - in learning activities, formative assessments and extra/co-curricular activities - to enhance the overall learning experience of our students. Progression rates are an important indicator of student success and of a supportive learning environment, hence our focus on student progression and enhancing the student experience.

A Focus on Student Progression

In 2024, the HEA conducted an evidence-based study of student progression[2] nationally Exploring Student Progression in Higher Education. The study of progression of new entrants from 2021/22 to 2022/23 revealed an increase in rates of non-progression nationally by 3% (compared to the 2020/21 cohort). It also revealed higher rates of non-progression among students from lower socio-economic backgrounds, among males compared to females, and among students with lower Leaving Certificate points on entry.

Progression rates by NFQ revealed the highest non-progression rate was for NFQ Level 7 new entrants (31%), followed by NFQ Level 6 (25%), and NFQ Level 8 (14%). The impact of Covid-19 was cited as a key factor that continues to impact students in the long-term as they move through the education system. This finding is consistent with feedback from national student surveys of engagement, which record an increase in the number of students experiencing feelings of isolation, a lack of a sense of belonging, poorer mental health, and lower levels of motivation. It is noted that this is not unique to Ireland, similar trends are reported across OECD countries (OECD, 2023).

2 In the HEA study, a student is deemed to have progressed if they are present in the same institution in the following academic year.

Table 4: Rates of Non-progression in TU Dublin vs. National Average, by NFQ Level

NFQ Level	TU Dublin 2021/22	National Average 2021/22
6	17%	25%
7	25%	31%
8	14%	14%
All	17%	15%

TU Dublin is committed to ensuring the success of our learners and there is early evidence of a return to pre-Covid levels in rates of student progression, with an overall improvement specifically at levels 7 and 8. The University has set a target that for all programmes, the minimum progression rates for new entrants will be at the national norm by 2028. In 2024, a dedicated task group was established to help address this; it focuses on implementing a combination of strategies to encourage student retention, including through continuous improvement of the curriculum, improved student engagement and attendance monitoring, and enhanced student supports.

In TU Dublin we face particular challenges due to the diversity of our offering (level 6 and 7 programmes have higher rates of non-progression) and the diversity of our student base (with those from socio-economic disadvantage statistically likely to fare worse in terms of progression – rates of 23% non-progression versus 12% among affluent students). We have established a range of supports provided to students, designed to improve progression - e.g. tutorials, study skills workshops, mentoring, financial supports, and supports for repeating students, including extended sessional and summer Maths Learning and Academic Writing Supports.

Employability

With Dublin's competitive job market showing robust growth, TU Dublin graduates are leading the charge, proving the value of education grounded in real-world application.

The HEA Graduate Outcomes Survey published, December 2024 highlights the strong employment performance of TU Dublin graduates, who not only successfully enter the workforce, but also excel in their professional careers. The data affirms TU Dublin's leading position in Dublin's job market, establishing the University as the top choice for employability within the region. Notably, within just nine months of graduation,

» 78% of level 8 graduates were in full-time employment, ranking TU Dublin as the highest in Dublin and the 2nd highest in Ireland.

» 82% of graduates of taught postgraduate programmes. have secured full-time roles, again placing TU Dublin as the top in Dublin and 2nd nationwide.

» 96% of graduates are in employment in Ireland rather than overseas.

The Graduate Survey provides details on the number of graduates who considered their programme of study to be relevant to their job – along a scale from 'very relevant' to 'very irrelevant'. TU Dublin graduates scored above the national average across our main fields of study. In Engineering, Manufacturing & Construction, 81% regarded their studies as either very relevant or relevant (compared to an average of 72.7% for 'all institutions'). In Health & Welfare, the figure was 77.4% and in ICT 68%. The survey results highlight the success of TU Dublin's unique practice-based learning model, which combines hands-on experience with academic excellence to prepare students for the realities of the workplace.

1.3 Enhancing the student experience

We will enhance the student experience so that 85% of students are satisfied with their TU Dublin university experience

Our original measure of student satisfaction was based on the national Irish Survey of Student Engagement (ISSE) question 'Would you go to the same institution you are now attending?'. The objective was to increase the percentage of students saying 'yes' or 'definitely yes', to 85% in 2028. As ISSE is paused, our internal student survey is our main source of student feedback. As a measure of overall student satisfaction, we used the question, "Would you recommend your programme to another person?" The result of the 2024 survey was 83%. The objective of the student satisfaction survey is to gain a holistic view of the students' learning experience at programme level - satisfaction with their programme, with the University, and with the quality of relationships with their peers and academic staff. The overall findings are good, with respondents expressing high levels of satisfaction with their course and their general experience at the University.

The survey results have been analysed in detail, and in combination with feedback from programme surveys (which are part of the annual quality assurance and enhancement process) have informed our plans to enhance teaching and learning, student supports and student services. These include improvements to our campus facilities, expanded services to students through our Learning Support Centres and plans to enhance student life, including through our Sports Clubs and Societies, which are at the heart of University Life.

Enhancing the student experience through challenge-based learning

In October 2024, the **Huawei Business Sustainability Enterprise Challenge** was launched in TU Dublin.

Students from the School of Marketing and Entrepreneurship and the School of Management, People and Organisation, were challenged to build a business case for an industry in Ireland where Huawei can implement large-scale solar PV and battery installations. There was an additional requirement that recommendations must align with the UN Sustainable Development Goals (SDGs).

 The challenge set out to give students:

» **Practical Experience** - To learn how to assess renewable energy potential across Industries and build skills in sustainability-focused business development.

» **Direct Industry Exposure** - Where they would present ideas to Huawei experts for potential real-world impact and get direct feedback and insights.

» **Collaborate & Compete** – Have opportunities to work in teams, showcase ideas, and participate in the Challenge competition.

The overall winners of the 2024 Challenge were Charlie O'Donoghue, James Coffey, Darragh Fee, Jack Tracey and Ronan Barry, for their project 'The Sunshine Cure for Hospitals'. The project proposes the implementation of Huawei's solar PV and battery systems in Irish healthcare facilities, beginning with private hospitals. The business case addresses the healthcare sector's 18% share of public sector energy consumption while reducing operational costs and environmental impact. It demonstrates how Huawei's smart energy systems could generate significant cost savings and reduce carbon emissions by 70%, creating a win-win partnership that supports Ireland's sustainability goals while generating new revenue streams for Huawei.

A video of the TU Dublin Huawei Business Sustainability Enterprise Challenge poster exhibition & awards can be seen here
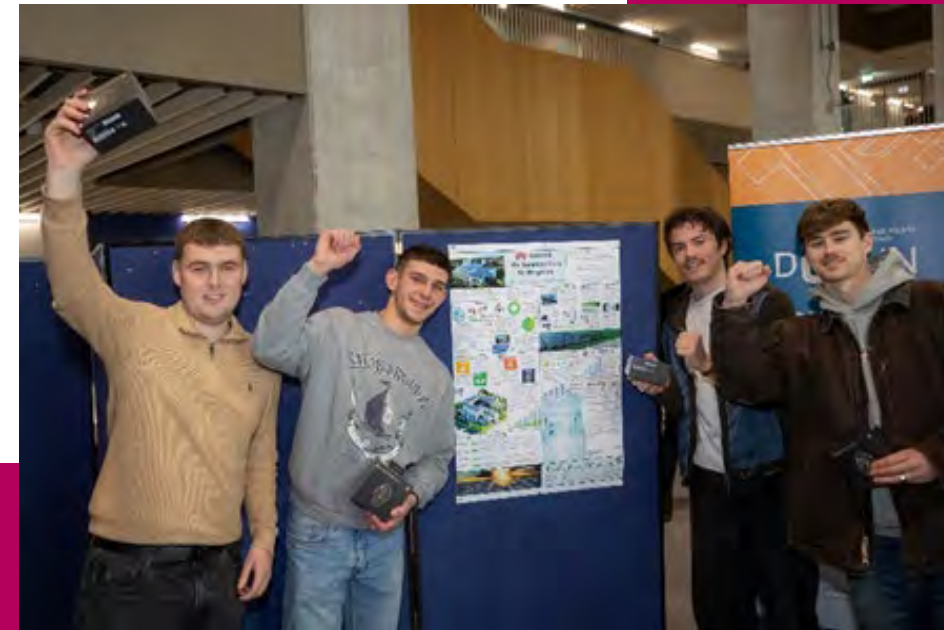
Charlie O'Donoghue, James Coffey, Darragh Fee, Jack Tracey and Ronan Barry with their winning business case.
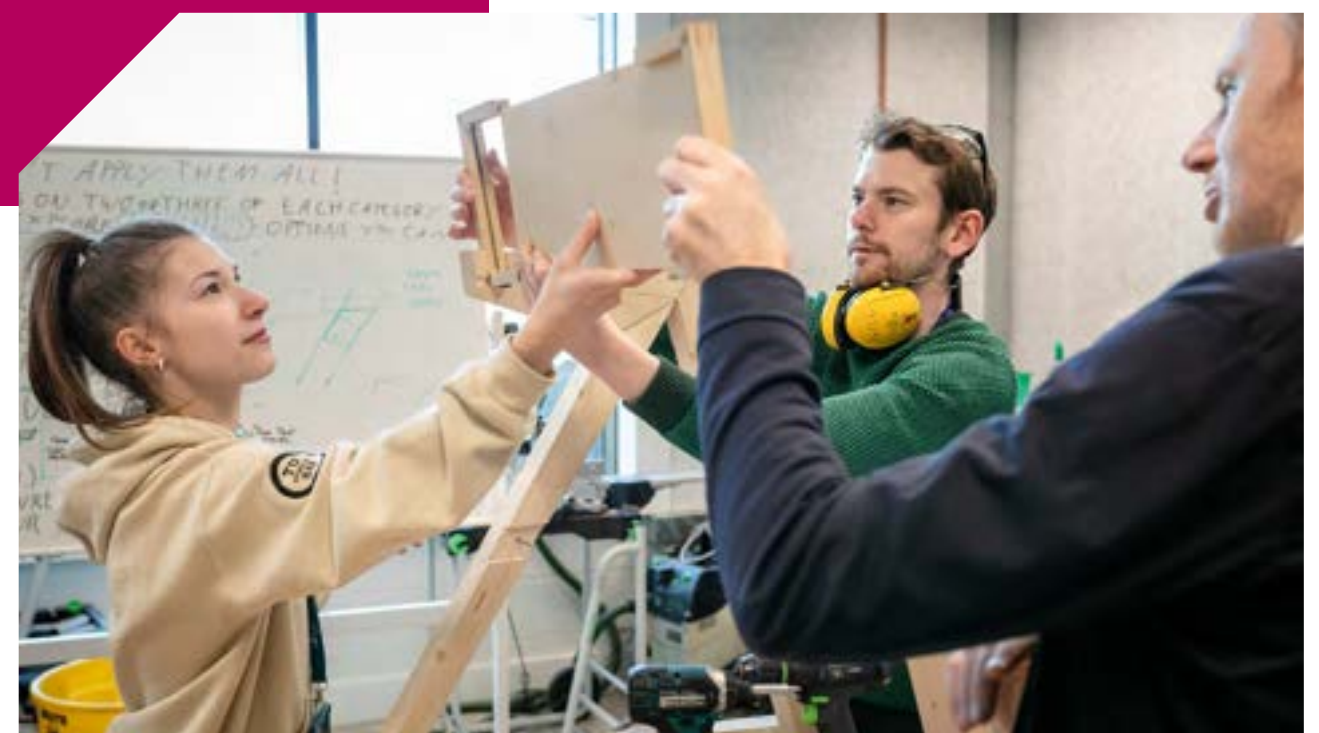
Some examples of Student Successes

In 2024, a TU Dublin student team won first place in EirGrid's Cleaner Grid competition, earning a €2,000 prize for their innovative clean energy proposal. The victorious team members Jack Brady, Ugochukwu Uzoukwu and Aleksandra Dozorova, are all Engineering students at TU Dublin

Competing against 70 entries nationwide, their project impressed with its potential to help decarbonise Ireland's electricity grid. This success highlights TU Dublin's commitment to sustainability and the real-world impact of its students' work in shaping a greener future.

TU Dublin Culinary Arts student **Alanna Moffitt** achieved remarkable success at the 10th World Young Chef Olympiad 2024, held across six Indian cities. Representing Ireland among competitors from 60 countries, she secured a Gold Medal for her Banqueting dish, a Silver Medal in the Plate Trophy, and the Best Young Rising Star Award. Alanna credited TU Dublin for opening "a world of opportunities" she hadn't imagined. Dr. Denise O'Leary, Head of the School of Culinary Arts and Food Technology, praised her accomplishments, highlighting the university's role in nurturing global culinary talent. Mentor George Smith emphasized the Olympiad's significance in recognizing emerging chefs.

TU Dublin Visual Communication student **Ying Qi Tang's** short film Introspection was publicly screened at the Irish Film Institute in Dublin and Triskel Arts Centre in Cork as part of the East Asia Film Festival Discoveries programme. Created during her Digital Media 4 module, the observational film captures everyday moments in Dublin's Iveagh Gardens, prompting reflections on human presence and connection. Supervised by Peter Maybury and Laura Smith, this achievement highlights TU Dublin's support for emerging creative talent and its role in fostering student contributions to Ireland's cultural landscape.

TU Dublin's School of Media achieved significant recognition at the 2024 National Student Media Awards (Smedias), securing five top awards across journalism, radio, and film categories. Highlights include **Aoife Daly** and her BA Journalism team winning Magazine of the Year, and **Britney Madondo** earning Radio DJ of the Year for her world music show. Additional accolades went to **Juliana Cooper** for Short Story of the Year, **Sadbh Downes** for Podcast of the Year, and **Jodie Dempsey** for Radio Production of the Year (Arts & Features). These accomplishments underscore TU Dublin's commitment to cultivating industry-ready media professionals and its prominent role in Ireland's creative education landscape.

Our students at Paris 2024

Five TU Dublin students represented Ireland at the 2024 Paris Olympics and Paralympics, reflecting the university's strong commitment to athletic excellence. **Andrew Smith** competed in Rugby 7s, contributing to Ireland's qualification through their European Games victory. **Ben Johnson**, a Sustainable Energy graduate, played for the Men's Hockey team, while **Sean Waddilove** took part in Men's Sailing, building on his 13th-place finish in Tokyo. **Rachel Darragh** participated in Badminton following her success at the Abu Dhabi Masters, and Paralympian **Nicole Turner**, a multi-medal European Champion, also competed. Their selection highlighted the impact of TU Dublin's Elite Athlete Support Programme.

Andrew Smith - Rugby 7s

Sean Waddilove – Sailing

Nicole Turner – Swimming

Rachel Darragh - Badminton

Ben Johnson - Hockey

Alison Dunn announced as new Amazon country manager for Ireland

TU Dublin graduate **Alison Dunn** was appointed the new country manager for Amazon Ireland in December 2024. She will oversee the launch of Amazon.ie as it takes off in 2025. Dunn, who has been with Amazon for nearly a decade, has held a number of positions across the e-commerce company, for example digital innovation leader at Amazon Web Services.

"Our teams across the country are incredibly excited about the launch of Amazon.ie in 2025 and writing the next chapter of our story in Ireland.

The store is great news for Irish customers and businesses alike, and we're taking another big step towards launching Amazon.ie by opening our doors for businesses to join us as selling partners ahead of the launch."

Alison completed a BSc. Hons. International Retail Strategy and Management in Aungier Street in 2012.

THE FINE LINE

Directed by

Mary Sullivan

Mary K. Sullivan Triumphs at NYC Short Film Festival

On September 30th BA Visual Art alumni Mary K Sullivan won the Best International Short film award at the New York City Short Film Festival.

Based on Bere Island, Mary finished her degree in the BA Visual Art on Sherkin Island in 2018, after which she won the top prize at the RDS awards, the Taylor Art Award. Since then Mary has gone from strength to strength, exhibiting her work internationally and contributing significantly to island life and the arts through the Bere Island Arts Festival, set up in 2023.

The winning film, The Fine Line, is a celebration of the strength and resilience of island women the world over.

SPEAR Wins Gold at 2024 National Start-up Awards

SPEAR, led by TU Dublin graduate **Noel Lourdes**, achieved a significant achievement by winning Gold in the prestigious 2024 National Start-up Awards. The project was recognised in the highly competitive Emerge-Tech Start-Up category, which celebrates the ground-breaking work of emerging technology companies reshaping industries.

SPEAR is a vertical focused AI agent that automates sourcing tasks for businesses. It is the solution when sourcing is the root cause of production downtime, operational risk and delays in issuing sales invoices. SPEAR has a total addressable market of $685bn and is focused on companies where supply chain has constrained operations and sales activities. Unlike existing mainstream ERPs or niche procurement solutions, SPEAR is driven by Large Language Models and easy to use.
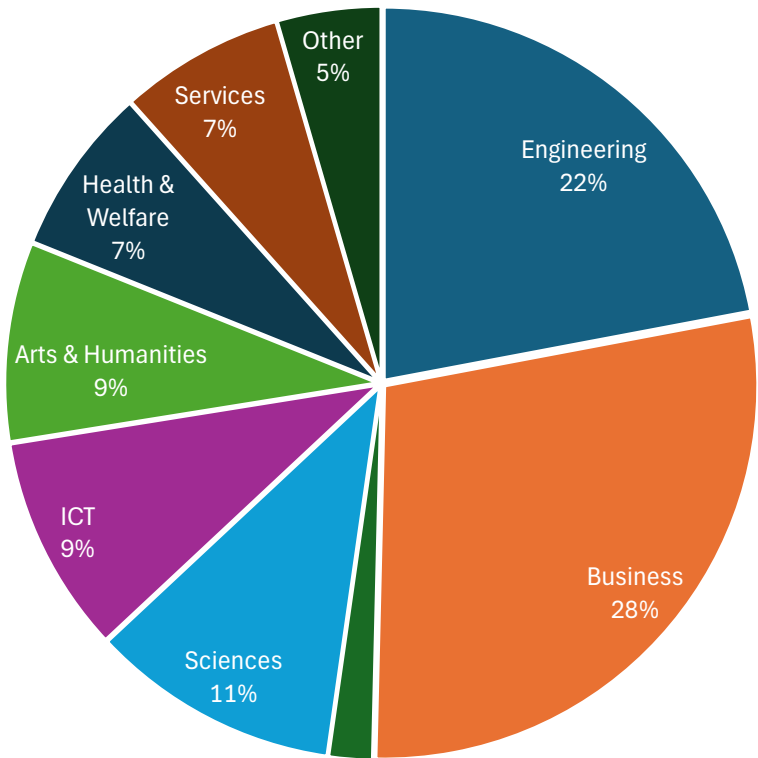
Our Graduate Network

In 2024, over 7,000 students graduated from TU Dublin. Our graduates are distributed across a range of academic areas, reflecting the breadth and depth of programme provision in the University. The University aims to prepare graduates to be well-rounded, independent thinkers and lifelong learners, with the ability to adapt to a changing world and to employment roles that are constantly evolving.

We are immensely proud of our network of 100,000+ TU Dublin graduates who make their careers here in Ireland and in 70 countries worldwide.

Figure 4: TU Dublin Graduates by Field of Study

Pie chart:
- Engineering 22%
- Business 28%
- Sciences 11%
- ICT 9%
- Arts & Humanities 9%
- Health & Welfare 7%
- Services 7%
- Other 5%

2 Inspiring Campus Development

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

2.1 Campus infrastructure – delivery of our cutting-edge learning environment

The TU Dublin Masterplan will provide over 200,000m^2 of new campus space on the three main TU Dublin campuses. This is one of the largest infrastructural developments in Irish Higher Education and a priority in the National Development Plan 2021-2030. The quality of the physical learning environment and campus facilities are critical to the student experience.

The year 2024 marked 10 years since the first students arrived at the Grangegorman campus, initially making use of a number of renovated historic structures. Since then, several major construction projects along with the ongoing renovation of protected structures provides teaching and learning facilities for with about 8,500 students and workspace for with approximately 1,000 academic and professional services staff. Construction and renovations continued through 2024 across Blanchardstown, Grangegorman and Tallaght campuses. Reviews of the Tallaght and Blanchardstown campuses have also been undertaken to help guide future development.

TU Dublin graduates outside the Sports, Science & Health building on the Tallaght campus

The new Academic Hub on the Grangegorman campus

Blanchardstown Campus
Áras Geal

Áras Geal comprises of a 4,000m^2 mixed-use teaching building which is being delivered under the Higher Education Public Private Partnership (HEPPP) Bundle 1. The building provides general teaching, IT labs, specialist labs for Creative and Digital Media, along with staff workspace. The ground floor is configured such that teaching spaces can be opened together for larger academic and student events. With construction complete, IT and AV fit-out continued through to the end of 2024, with teaching planned to commence in the building in early 2025.

Grangegorman Campus
Academic Hub

Construction continued through 2024 on the Academic Hub and Library at the Grangegorman campus. Designed by award-winning architects, the building is visually unique, incorporating the existing North House building, which dates from 1854, into a new, modern structure that wraps around the historical site – complementing and enhancing it. Students will enjoy bright, state of the art facilities designed to promote and enhance their learning experience. The building is a hub for academic services, housing the Academic Writing & Learning Centre, Career Development Centre, Disability Support Services, Maths Learning Centre, the Learning Teaching & Assessment unit and the multi-disciplinary library for the Grangegorman campus.

The building was at an advanced stage of development at the end of 2024 with construction completion expected by May 2025. TU Dublin will then commence IT, AV and related commissioning. The moving of the library's book collections along with the relocation of relevant staff from Park House to the Academic Hub and Library is planned for July 2025. It is intended to have the library, along with academic services, fully operational and available to students from September 2025.

The preparation, planning and procurement continued on a number of projects in 2024 including the **West Quad**, which will allow for the consolidation of students and staff from Aungier Street, along with supporting continued growth. Design work also continued on Indoor Sports facilities along with scoping work for research facilities and initial studies of the future needs of Engineering and Built Environment provision (currently located at Bolton St).

Tallaght Campus
North House

Construction continued through 2024 on the North House at the Tallaght campus. The 5,200m^2 building is also being delivered under the Higher Education Public Private Partnership (HEPPP) Bundle 1. North House provides laboratories, kitchens and general teaching spaces. The building is expected to be completed by March 2025, with IT and Audio-Visual fitout to follow and teaching to commence in September 2025.

The new North House building on the Tallaght Campus

2.2 Optimising use of our facilities

TU Dublin's Climate Action Roadmap details planned actions to achieve increased energy efficiency throughout our buildings. One such action is to optimise the use of our existing campus infrastructure assets to achieve optimal utilisation of buildings in line with our academic mission. **A Buildings and Space Rationalisation Programme** was developed in 2024 which aims to help improve overall carbon savings. Part one of an annual Space Optimisation Survey was conducted during Semester 1 in November 2024 and part two is to be conducted during Semester 2 in February 2025. As referenced in the Climate Action Roadmap it is anticipated that carbon emissions can be reduced by at least 25% through optimising controls and operational efficiencies.

3 An EDI Exemplar

The TU Dublin Strategic Intent emphasises EDI as a core theme for the University. In 2024, an important piece of the institutional architecture for EDI was completed, the EDI Council, which is tasked with overseeing TU Dublin's ambition to be an exemplar in equality, diversity and inclusion. Comprising members drawn from across all University units, faculties and the student body, the Council makes recommendations to the University Executive Team (UET) on all matters related to EDI.

The Strategic Plan to 2028 outlines the successful delivery of key EDI Action Plans, including:

»   Athena SWAN Charter - Pursue Faculty and Departmental awards (2023–2025) and aim for an Institutional Silver award by 2028.

»   Race Equality Plan - Embed Anti-Racism Principles and apply to the Advance HE Race Equality Charter by 2026.

»   Ending Sexual Violence and Harassment (ESVH) Plan - Implement comprehensive measures to address and prevent sexual violence and harassment by 2028.

Details on progress are provided.

3.1 Our Athena Swan Plan

Athena Swan is a framework that supports higher education institutions in achieving sustainable gender equality and a culture of inclusion. The institutional application for Bronze renewal is on track for submission at end 2025, as scheduled. The University's institutional Self-Assessment Team (SAT) meets regularly to advance the application.

The Faculty Engineering & Built Environment has established a SAT and is now working towards a submission for the April 2026 round. The School of Media, Faculty of Arts & Humanities, is working towards a submission in November 2025. The Faculty of Computing, Digital and Data has also engaged with the Athena Swan process and begun some foundational work towards a future submission.

TU Dublin is the Coordinator of NEXUS, a research and practice project funded by the European Commission, involving higher education institutions in nine European countries. As part of the project actions, the NEXUS team worked with the EDI Athena Swan lead to create EDI Champions in schools, faculties and departments across the University.

In 2024, TU Dublin once again prepared its Gender Pay Gap report. Work is ongoing to understand the drivers of this pay gap, and to respond by devising appropriate interventions.

3.2 Our Race Equity Plan

During 2024, HEA funding to support race equality activities was used to resource work on the Race Equality in the Higher Education Sector Implementation Plan 2022-2024 (HEA 2022) actions - this focused on:

»   Making race/equality policies transparent – establishing clear definitions of race equality in existing policies and clear signposting to policies relating to race equality

»   Reporting mechanisms – providing clear signposting of disciplinary and reporting procedures re; race equality, and effective reporting and complaints mechanisms

An awareness-raising programme 'Unity in Diversity', has been piloted in TU Dublin and will be rolled out to incoming first year students in semester 1, 2025. In 2024, a Unity in Diversity workshop was also held at the CORU conference.

As part of Black History Month (October 2024), the University also held a workshop on "Mental Health Matters: Overcoming Racism to Foster Wellness".

In 2024, TU Dublin completed its application for the 'University of Sanctuary'. A major action in the accompanying plan is to review the possibility of extending the scholarship scheme for students with International Protection status.

3.3 Our Ending Sexual Violence and Harassment (ESVH) Plan

The ESVH plan to 2024 was substantially completed. The final action, which is to develop an ESVH policy for the University, was drafted in 2024 and moves into the consultation phase with key internal and external stakeholders in 2025, with a view to finalisation with Governing Body approval later in the year.

In 2024, TU Dublin was successful in leading a sector-wide application for funding to support a national awareness campaign, addressing all potential perpetrators of violence at Irish HEIs to help them recognise unhealthy behaviours and respect boundaries. Titled 'Know the Line/ Cross the Line', this is a targeted social marketing campaign that addresses the root causes of gender-based violence and promotes positive relationship behaviours. It follows on from the previously successful '#unmuteconsent' campaign in recognising the power of students' voices in driving change and challenging and calling out harmful behaviours.

In 2024, pocket-sized cards with the title 'Don't Stand By – Stand Up and Speak Out' were distributed widely during induction weeks and during the 16 Days of Action against Violence Against Women (November). The card provides essential counselling, medical, and garda contacts. The card also outlines how to intervene safely and how to respond to a disclosure of sexual/gender violence.

The University actively engaged in European projects on addressing sexual and gender-based violence, such as GenderSAFE (https://gendersafe.eu/) and the NEXUS project that is creating an online interactive module focused on ending sexual violence and harassment.

Example of EDI activities

TrailblazHER – Empowering Female Talent

The official launch of **TrailblazHER** at the Mansion House on International Women's Day was a milestone in 2024. TrailblazHER is a TU Dublin-led network of organisations working together to address the under-representation of women across various sectors. Since its inception, the TU Dublin Foundation has passionately supported TrailblazHER's fundraising goals, raising over €1.2 million to date.

In its inaugural year, TrailblazHER has made remarkable strides. From engaging 2nd level school outreach and securing sponsorships, to hosting the **'TY TrailblazHER Awards'** and the **'Be A TrailblazHER Programme'** for TU Dublin students, the impact has been profound. The initiative also launched a 3rd level industry mentoring programme, organised industry visits for TU Dublin students, featured inspiring guest speakers, and introduced the **'TrailblazHER First Steps Programme'** for aspiring entrepreneurs.

These achievements have been made possible through the generous support of Intel, ESB, Fidelity Investments, Jones Engineering, Workday, Enterprise Mobility, and PwC.
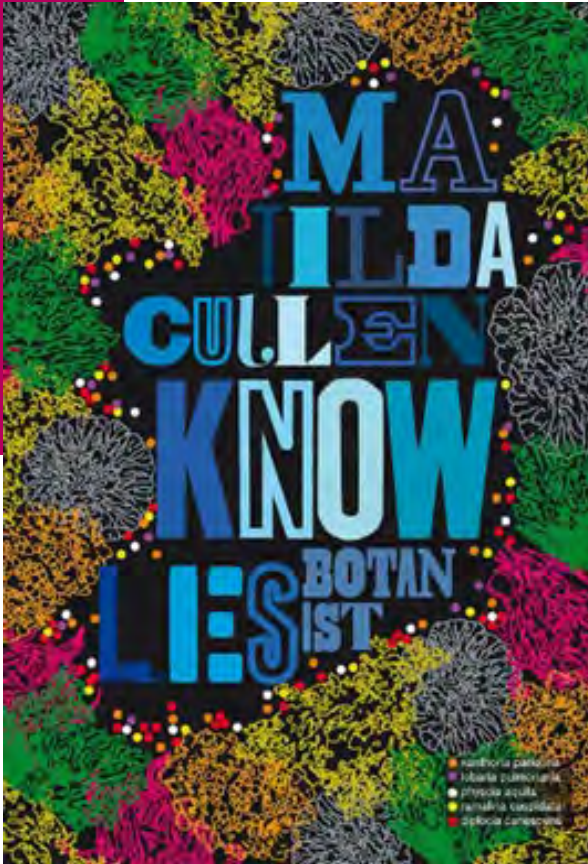
Hidden Scientists, Hidden Creatives - an exhibition, launched on April 25, 2024 at TU Dublin, celebrated the contributions of women in STEM and the arts. The event showcased the work of female researchers and artists, highlighting their impact on innovation and creativity. This initiative underscores TU Dublin's commitment to promoting gender equality and diversity in academia and beyond

Recognition for Professor Galligan

In 2024, Professor Yvonne Galligan, TU Dublin Director of EDI, was awarded the Sir Isaiah Berlin Prize from the UK Political Studies Association (PSA) for her outstanding professional contribution to Political Studies. On receiving the prize, she said:

"It is a great honour to be given this award by my peers. Sir Isaiah Berlin was a passionate advocate of liberty and the dignity of human beings. I would like to think that my professional life also exemplifies these values."

4 Our People – a Central Focus

At TU Dublin, our people are at the heart of everything we do. In 2024, we continued to foster a supportive, inclusive, and high-performing environment through initiatives that inspire staff to thrive. While work remains in achieving some of our strategic targets, progress has been made in the development of the academic career framework, staff engagement, recruitment and retention, and training and development - demonstrating our strong commitment to realising the ambitions of our People Plan.

4.1 Academic Career Framework

In 2022, the OECD published a report[3] commissioned by the Irish Government on the development of academic careers in the newly formed technological universities (TUs). It provided options to support the TUs to "*establish conditions that permit talented and dedicated academic staff working in the sector to reach their full potential as scholars, as pedagogical innovators, as partners with professions and enterprises, and as academics fully engaged with the possibilities afforded by the European Higher Education Area*". Based on benchmarking of relevant international TUs, the report recommended an academic career structure for Irish TUs that comprises five ranks – assistant lecturer; lecturer; senior lecturer; associate professor and professor.

In 2023, a technical working group was established with senior representatives from the five TUs, chaired by TU Dublin's Head of Strategy & Planning, to work with the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) to develop a framework appropriate to the Irish technological university context. The initial focus of the group was the development of the case for TU

Professorship roles in the sector. This work was accepted by the Department in 2024 and became part of the new Programme for Government 2025[4], with a commitment to "*Enable the transformation of Technological Universities to more comprehensively deliver on the skills and innovation by introducing new academic career paths, contracts and professorships in TUs.*"

The case for TU Professorships emphasised the following points:

» **The role of 'Professor' is a pivotal one in any university**
Professors are cornerstones of their universities and in their regions, underpinning high-level skills development; nurturing the knowledge creation and transfer required to drive RDI; and helping to address major global challenges.

» **The creation of TU Professorships provides a clear return on investment**
It is estimated that over time Professors would grow the TU sector's postgraduate research student numbers to 7% of its student population; grow private research funding to over €50 million p.a.; and grow Horizon Europe funding to an average €80 million p.a. The wider impact on the Irish economy is estimated to be of the order of €2.8 billion.

» **The TU Professor role is a foundation stone for delivering regional development**
Ireland 2040, Impact 2030 and the Regional Spatial and Economic Strategies highlight the need to increase innovation in Ireland's regions as part of balanced regional development. The TU Act supports this ambition, providing the focus for the TUs to build their purpose-driven research and knowledge transfer and support future skills development. The TU RISE initiative has gone some way to addressing the deficits that the TUs have had in relation to enhancing regional development, through supporting the TU research offices. It is timely to support the TU Professorship roles, that will attract the talent necessary to deliver on this regional growth ambition.

» **TU Professors play a role in addressing our national skills challenge**
The skills challenge in Ireland, and globally, is significant. New skills in AI, big data, quantum computing and green skills, along with analytical thinking and creative thinking are increasingly in demand. The TUs need to continue to prepare graduates in STEAM disciplines and other areas relevant to the 'post-Knowledge economy'; driving lifelong learning opportunities; and enhancing RDI activity to attract and underpin FDIs and SMEs in the regions. For TUs, entrepreneurial-minded professors are the cornerstone for driving high-level university-enterprise engagement in RDI and fostering much-needed talent.

» **The TU Professor role in delivering change**
The TUs have a particular role in delivering local, regional and national transformation. The TU Professor will lead the creation and nurturing of dynamic, applied and innovative teaching and learning experiences/environments to produce high-quality, skilled TU graduates. TU Professors will champion organisational transformation that enables new entrants and lifelong learners to develop the range of deep-tech and higher-level skills required in the future economy and in society.

» **The TU sector is at a competitive disadvantage**
TUs are attractive places to work, in terms of the dynamic practice-based nature of teaching, learning and research and engagement with enterprise. However, for seasoned academics with a track record in innovative research, the lack of an appropriate academic career structure is a real deterrent, particularly relative to the previously established universities, where senior talent can secure more prestigious roles and an assured long-term career path. All TUs are experiencing a brain drain of some of their best performing senior academic staff to Professor roles elsewhere in the system. The sector cannot continue to attract and retain the staff it requires to achieve the goals embedded in its founding legislation.

The case also set out some of the practicalities by which the creation of the role could be facilitated and the first TU Professors appointed. As the pinnacle role in the recommended TU academic career structure, urgency to establish the initial allocation for TU Professorships has been highlighted.

Workload model

In addition to the work on TU Professorships, TU Dublin also established an internal task group to review the OECD's recommendations on **workload allocation**. The OECD set out the principle of aligning workload allocation to institutional mission. The TU Dublin task group considered the various factors involved and developed a new Workload Allocation Model for TU Dublin that would help enhance flexibility in the allocation of work across the breadth of the University's activities including teaching, research, engagement, administration and other strategic initiatives. The model aimed to improve the opportunities for academic staff to fulfil their academic potential and ambitions, and to formally recognise the full variety of work undertaken by academic staff. The draft model was approved by the University Executive Team and engagement on the model with academic staff and social partners took place during 2024.

3 OECD (2022), "A review of technological university academic career paths, contracts and organisation in Ireland", OECD Education Policy Perspectives, No. 64, OECD Publishing, Paris, https://doi.org/10.1787/2b7ee217-en

4 Programme for Government 2025 - Securing Ireland's Future https://www.gov.ie/en/publication/078a1-programme-for-government-2025-securing-irelands-future/

4.2 Staff Engagement

Following the launch of the TU Dublin Staff Charter in 2023, the Employee Engagement team continued to roll-out workshops on the Charter in 2024, enhancing its visibility across schools, services, and among new joiners. Through a series of 26 sessions, the team supported the embedding of the associated Culture Toolkit. In addition, the Employee Voice Forum gained momentum in 2024 with the establishment of Employee Engagement Champions. Created as part of the University's employee listening strategy, the regular Employee Voice Forum provides opportunities for staff to have their voice heard and enable views to be captured in a safe and open setting. The 30 Employee Engagement Champions participate in the Forum meetings, collating local feedback; making recommendations on areas for improvement and possible solutions; and implementing and evaluating actions to improve the way we work.

The inaugural TU Dublin Employee Engagement Survey was launched in 2024. Its objective is to measure current engagement levels, compare results to relevant benchmarks and to create a baseline for future surveys. Completed by over 1,600 staff, the University put in place a TU Dublin-wide action plan to address a number of items raised.

TU Dublin Staff Charter

In 2024, the University also launched **THRIVE** — a holistic, research-informed workplace wellbeing framework, developed by a cross-functional Workplace Wellbeing Committee. Rooted in positive psychology, THRIVE supports the full person through six wellbeing pillars: True Self & Inclusion; Health & Wellbeing; Relationships; Insight, Values & Meaning; and Engagement. A dedicated wellbeing website was developed alongside new task groups focused on Managing Stress & Avoiding Burnout; Menopause; and Carers.

4.3 Staff Recruitment and Retention

In 2024, TU Dublin employed over 3,000 people (headcount). A breakdown of staff by category (full time equivalent) is provided in the table below

Table 5 – TU Dublin Staff Numbers 2024[5]

Staff Category	Staff Numbers (FTE)
Academic	1,463
General Operatives	135
Management, Clerical, Administration and Library	888
Student Services	54
Technicians	169
Total	**2,709**

During the year, TU Dublin engaged in substantial foundational work to facilitate enhanced staff recruitment activity. Underpinning future recruitment cycles, the recruitment process and function has been transformed and a stronger, future-focused system to further attract the best talent has been created.

TU Dublin staff retention remained strong in 2024 with an annual turnover of just 7% — reflecting a high degree of loyalty and commitment to the University. Looking forward, we remain focused on creating an environment where all staff can realise their full potential and continue to thrive.

TU Dublin was awarded the '**HR Excellence in Research**' (HRS4R) accreditation award in February 2024. The award indicates that our University's HR practices are aligned with those of the European Charter for Researchers and Code of Conduct for Recruitment of Researchers. The award recognises that TU Dublin aims to promote and deliver a stimulating and favourable work environment for researchers. It recognises that the University is committed to this ISO style process of continual improvement in terms of its HR practices, policies, and procedures.

5 All numbers are FTEs, from Q4 2024, ECF staff return to the HEA.

4.4 Staff Training & Development

Staff training and development is a key focus for TU Dublin. It aims to foster a culture where people are supported, celebrated and inspired. In 2024, the University supported over 300 training and development initiatives across all grades and functions, for learning and career growth. Workshops ranged from leadership development to research training and digital skills — all key to cultivating excellence and innovation across the University. They included professional development activities such as 'Love Your Career Week', Careers Fairs, and Digital Futures Forums. TU Dublin is also a strong advocate for Aurora, Advance HE's leadership development initiative for women. TU Dublin also supported more than 141 employees through sponsorship in further education programmes.

In addition, the University's Learning, Teaching and Assessment Team continues to provide a number of tailored staff development programmes specifically for teaching staff. Information is available on the resources provided to staff to assist them in developing their teaching practice.

For academic years 2023/24 and 2024/25, 13 CoPs were supported, including a diverse range of areas such as: Authentic Assessment; New Lecturers; Educators for Healthcare Practitioners; Including Students with Intellectual Disability; Entrepreneurship and Innovation; HyFlex Delivery; and Strategies for Supporting 1st Year Student Success.

The support provided included induction training for new facilitators and periodic CoP facilitator meetings so that facilitators could share tips and approaches to building communities and assistance for the promotion of the work of the Communities of Practice. This approach should enable staff to share practice and organise expert led events on key areas that staff themselves identify as being important to them.

Support will continue to be provided to facilitators through periodic meetings and provision of '*A Guide for Facilitators to Communities of Practice*'[6] co-authored with the University of Adelaide.

6 https://www.adelaide.edu.au/learning/ua/media/3275/cops-in-higher-education-a-guide-for-facilitators-10032023.pdf

Staff Achievements & Recognition

Professor Sarah Jane Delany, Professor of Inclusive Computer Science in the School of Computer Science at TU Dublin was appointed to an **Expert Panel, convened by Government**, to review the 'High Performance Computing (HPC) service requirements for the research and innovation community in Ireland.' The panel will assess demand for a national HPC service for researchers in the higher education and enterprise sectors and make recommendations on the optimum service model to meet this demand. Read more here

The Arts Council has announced the appointment of **Dr Caroline Ann O'Sullivan**, Head of the School of Media at Technological University Dublin (TU Dublin), as a new member of its Board. The appointment, made by Minister for Tourism, Culture, Arts, Gaeltacht, Sport, and Media, Catherine Martin, will span a five-year term. Dr O'Sullivan will work collaboratively with fellow Council members to shape national arts policy, support artistic innovation, and promote greater diversity and inclusion within Ireland's arts sector. Her appointment is a proud moment for TU Dublin, reflecting the University's ongoing commitment to impactful leadership in arts and culture. Read more here

Ann Masterson, Head of Human Resource Management appointed to the newly reformed National Skills Council, a key body guiding Ireland's skills development strategy. In this influential role, Ann will contribute her expertise to shaping national policy that responds to the evolving needs of Ireland's economy and labour market. The Council, now operating on a demand-led model, plays a vital role in aligning education, training, and workforce planning with real-time skills needs. Ann's appointment highlights TU Dublin's commitment to national leadership in education and workforce development, ensuring that higher education remains responsive, inclusive, and future-focused.

TU Dublin proudly announces the launch of the TU Dublin Philharmonic Orchestra—an ambitious new initiative, led by **David Brophy** TU Dublin Conservatoire, that champions diversity, accessibility, and community connection through music.

This groundbreaking orchestra provides a vibrant platform for young musicians across Ireland—whether current students, graduates, or professionals in other fields—to continue nurturing their passion for music. Open to the public, the orchestra's performances and open rehearsals invite local communities to engage with the creative process and experience the transformative power of orchestral music.

By bringing together musicians from a range of backgrounds and life paths, the Philharmonic Orchestra reflects TU Dublin's commitment to inclusion and cultural enrichment. It stands as a testament to the Conservatoire's role in shaping Ireland's musical landscape, and in making world-class music education and performance a shared and accessible experience for all. Read more here

PLANET

Our Ambition

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

5 Sustainability Leadership

Our aim is be recognised for our commitment to real action on sustainability, reducing our carbon footprint and meeting global sustainability standards such as STARS®[7]. 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.

The University Sustainability Council (USC) was formed at the beginning of 2024 with a goal to advance sustainability and climate action at TU Dublin, translating our strategic objectives and legislated mandates into the University Sustainability Strategy. The USC provides a visible and transparent University-level focal point to oversee and guide the implementation of this University strategy. Membership encompasses an appropriate blend of standing and appointed members from TU Dublin staff and students.

7 STARS helps universities measure, improve, and report sustainability performance across academics, operations, engagement, and planning to foster accountability.

School of Social Sciences, Law, and Education - Early Childhood Education and Care students pictured celebrating the launch of their new sustainability education resource

Success in University SDG Impact Rankings

As part of The Times Higher Education (THE) Impact Rankings 2024, TU Dublin ranked in the Top 100 universities globally for contribution on two of the 17 United Nations (UN) Sustainable Development Goals (SDGs) for the third year running. An impressive 1st place in Ireland and 29th place globally for Climate Action, reflects TU Dublin's commitment to taking urgent climate action towards achieving carbon neutrality across the University and its operations, and for our efforts to foster responsible global citizenship among our people. TU Dublin maintained its overall Impact Ranking in the top 201-300 category and was ranked 2nd in Ireland and 72nd place globally for SDG 11: Sustainable Cities and Communities.

5.1 Climate Action Roadmap

In June 2024, TU Dublin published version 3 of its Climate Action Roadmap. The roadmap outlines the University's response to reducing environmental impact, increasing our knowledge and skills and developing solutions for mitigating climate change.

Decarbonisation

TU Dublin has committed to becoming fully decarbonised across our Scope 1 & 2 emissions by 2040. The target within our Strategic Plan to 2028 is 46.5% reduction in GHG[8] emissions.

Since 2006 TU Dublin has contributed data to the Sustainable Energy Authority of Ireland's (SEAI) Monitoring & Reporting (M&R) platform, a tool used by the University to identify its baseline metrics for both carbon emissions and energy efficiency. The SEAI M&R reporting tool indicates that the average emissions over the GHG baseline period were 10,063 tCO_2. This means that the maximum emissions below which TU Dublin must operate in 2030 are 3,343 tCO_2. The actual total energy-related emissions recorded in 2023 were 8,901 tCO_2 achieving a decrease in Scope 1 & 2 emissions of just over 2,200 tCO_2 between 2022-2023.

» **Sustainable travel**
Through the Smarter Travel for Campuses programme, TU Dublin works in partnership with the National Transport Authority (NTA) to promote sustainable travel across the

8 Greenhouse gases (GHGs) including carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), and fluorinated gases are atmospheric gases that absorb and emit infrared radiation, leading to the greenhouse effect. (ipcc_far_wg_I_chapter_01. pdf)

University. Our coordinated campaigns throughout the academic year are driving real behavioural change. In 2024, 88% of students reported travelling to campus using sustainable transport modes. Notably, 19% of staff commutes to our Grangegorman, Aungier Street, and Bolton Street campuses are made by bicycle—more than three times the city-wide cycling modal share of just 6%, highlighting TU Dublin's strong culture of active, low-carbon travel. TU Dublin also secured €200k in NTA funding to enhance sustainable travel infrastructure and resources. Towards the end of 2024, TU Dublin submitted an application for the NTA's Smarter Travel Mark, compiling data on infrastructure, commuting patterns, and sustainable mobility supports across its five campuses.

» **Towards a Sustainability University campus**
The HEA funded project 'Towards a Sustainability University Campus' commenced in January 2024. The project team led by Sustainability Intelligence worked closely with a range of operational and governance functions, faculties and schools to contribute towards the transition to an even more sustainable campus. The project team continue to pilot the development of a scalable and smart monitoring and reporting infrastructure for TU Dublin buildings and campuses and initiated the development of (i) a digital living laboratory, (ii) building information models, (iii) smart metering, (iv) building physics measurements and models, (v) building operation digital twins, and (vi) living lab partnership models utilising the resources being developed for educational, research and operational usage.

» **Green-Campus Open Call – Decarbonising TU Dublin**
In October 2024, TU Dublin launched the first Green-Campus Open Call, a programme which aims to support TU Dublin community-initiated projects that align with TU Dublin's strategic objectives, Climate Action Roadmap and Green-Campus programme. Over 70 people participated in an engaging 'Decarbonising TU Dublin' event where students and staff were invited to hear about the latest edition of the TU Dublin Climate Action Roadmap, and to take part in an 'Ideas Factory' to generate and develop project ideas that enhance campus sustainability. Fifteen projects from a range of disciplines across all campuses were selected to receive a micro-grant, with project implementation to complete in June 2025.
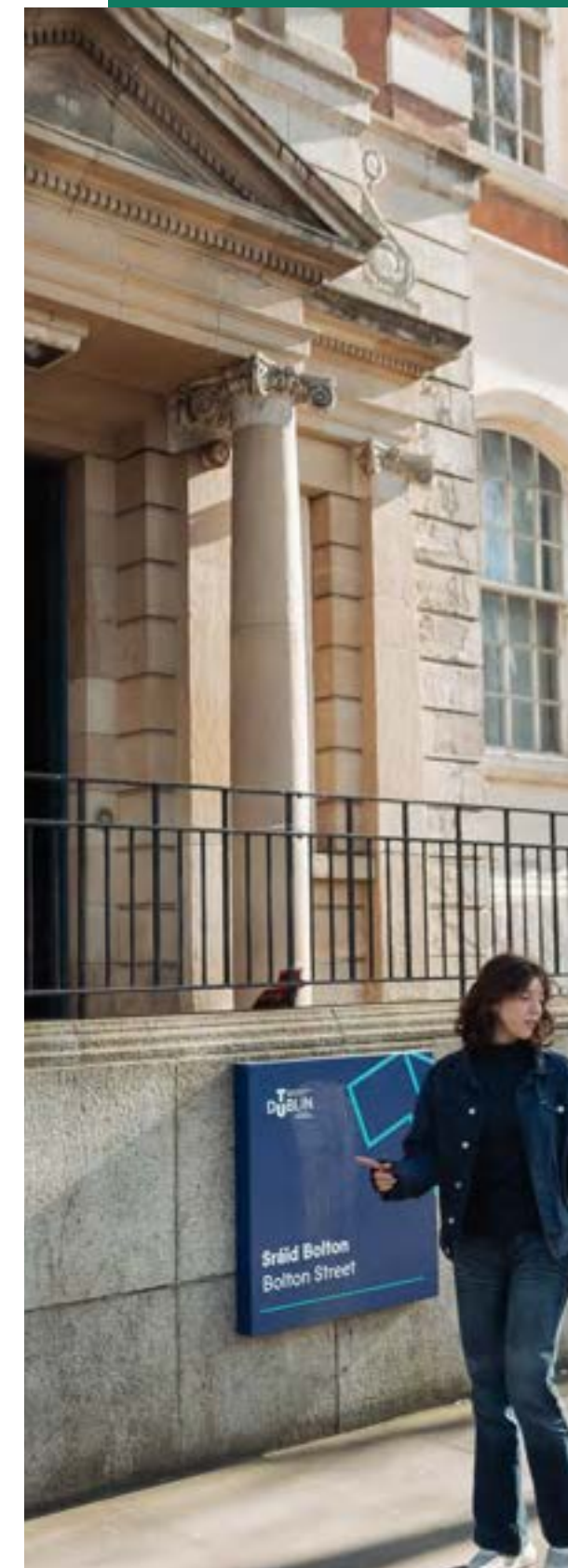
Energy Performance

Our target is to achieve 45% increase in energy efficiency by 2028.

TU Dublin's Tallaght campus is now connected to the HeatWorks district heating system, which uses recovered heat from the nearby Amazon data centre in South Dublin. This initiative has demonstrated the viability of district heating across TU Dublin's three campuses as a key strategy in achieving the University's carbon reduction target by 2030. In 2023 alone, the Tallaght connection abated over 800 tCO$_2$e.

» **Geo-Thermal initiative**

Efforts continue to focus on funding and expanding clean energy initiatives. In 2024, TU Dublin was awarded over €5.4 million to develop a 2.5km deep geothermal exploratory borehole at Grangegorman campus, under the cross-border GEMINI project supported by the PEACEPLUS programme and managed by the SEUPB. An additional €400k was secured from the HEA/SEAI Energy Efficiency and Decarbonisation Pathfinder (EEDP) programme to advance the geothermal project to the design phase. A further €84k from the same fund supports a Deep Retrofit Pathfinder design for Áras Fíos on the Blanchardstown campus. TU Dublin's submission, Decarbonising-by-District, was Highly Commended in the EAUC Green Gown Awards UK & Ireland.

» **Green Lab Accreditation**

The University continues to enhance energy metering for electricity and gas to better understand high energy users and carbon sources. Efforts to share energy data aim to encourage behavioural change, including increased visibility of Display Energy Certificates (DECs) and expanded participation in My Green Lab accreditation. In 2024, eight new labs were accredited, bringing the University's total to ten.

5.2 Sustainability Education and Training

TU Dublin aims to engage all staff and students in sustainability education and training by 2028. In addition, its goal is to achieve a University STARS® rating by 2027.

Sustainability Education & Training

The University aims to create 'Responsible Global Citizens', a new generation of graduates leading the sustainability agenda with passion and purpose. In 2024, over 145 sustainability events engaged more than 14,000 participants, supported by external funding.

The National Forum and HEA allocated €380K to TU Dublin Schools, Faculties, and Academic Affairs to enhance teaching and learning innovation focused on Education for Sustainable Development (ESD). In 2024, the Sustainability Education Team delivered 48 workshops/presentations to 980 educators.

TU Dublin was approved as an 'AASHE Centre for Sustainability Across the Curriculum' - one of 15 centres globally, and the first in Europe. TU Dublin staff were also shortlisted for five prestigious EAUC Green Gown Awards, more than any other University in the UK or Ireland and were Highly Commended for two awards.

In line with the Public Sector Mandate, since March 2024, 257 staff have completed Climate Leadership Training which is an 89% completion rate. Via the N-TUTORR programme, TU Dublin also worked with other technological universities to roll out Climate Action Leadership Training on a national basis.

Jennifer Stewart, School of Tourism & Hospitality Management, with Vice President for Sustainability Jennifer Boyer receiving her Certificate for the Educating for Sustainability CPD

» **Student Climate Summit 2024**

Over 80 students from around Ireland gathered at the National Student Climate Summit on Thursday 31 October 2024, at TU Dublin's Grangegorman campus. The day long summit heard from students on actions that Higher Education institutions in Ireland can play to tackle the impacts of climate change and climate injustice with participants from eight other Universities. As part of a World Café, students spent the morning exploring the challenges faced by students at campuses around Ireland. In the afternoon, students harvested their ideas under the six themes, with the support from facilitators from the National Youth Council of Ireland (NYCI), the Union of Students in Ireland (USI), An Taisce and Concern. As part of the closing panel discussion students pitched a 'call-to-action', which was addressed to participating representatives from Higher Education institutions. The event was supported by CALT funding.

TU Dublin students, Ossian Smyth TD and N-TUTORR National Coordinator at the Higher Education Climate Leadership Summit

Students addressing questions on themes at the World Café activity as part of the national Student Climate Summit 2024

» **Higher Education Climate Leadership Summit 2024**

TU Dublin together with N-TUTORR, hosted the Higher Education Climate Leadership Summit at TU Dublin's Grangegorman campus on 18 June 2024. The event convened over 100 senior leaders and teaching staff from higher education institutions in Ireland to discuss the important role that higher education plays in addressing climate change through action.

A panel of speakers set the stage by discussing how higher education can be a leader of behaviour change for both the public sector and the communities that we serve. In the afternoon, participants attended thematic breakout sessions to discuss, in detail, effective strategies and best practice for decarbonising the campus environment; green public procurement; behaviour change; as well as embedding sustainability in the curriculum. The event was supported by NTUTORR funding.

STARS® Rating

In 2024 TU Dublin submitted its 1st AASHE STARS application. The STARS® (Sustainability Tracking, Assessment & Rating System™) is a transparent, self-reporting framework for universities to measure their sustainability performance. The accreditation programme delivered by the Association for the Advancement of Sustainability in Higher Education (AASHE). To pursue TU Dublin's first submission to STARS® the Sustainability Intelligence Team worked closely with the University Sustainability Council and all TU Dublin functions including students and staff to collect, consolidate, assess and report information on the University's sustainability performances across all areas, including the curriculum, research, operation, engagement, planning and administration. The first report was submitted at the end of 2024 with the expectation to have STARS® rating in 2025.

6 Research & Innovation

Research and Innovation are central to the vision for TU Dublin as a technological university. As the world faces significant challenges relating to, amongst others, climate change, biodiversity loss, inequality, political instability, public health, our university is focussing on the "creation of new knowledge and the development of timely and practical solutions that address the SDGs." In 2024, the university focussed on implementing strategic actions outlined in its Research & Innovation Strategy 2023-28, to support our community of researchers and innovators to increase the volume and impact of their work.

Enhancing the TU Dublin Research Environment

» A New Research Information Management System (PURE) was deployed to take over Award Management processes after 14 years of the legacy RIS System. Notably, PURE provides a comprehensive source of information on all aspects of the TU Dublin's research activity. One can search by various criteria to find specific research outputs, projects, researchers, keywords, and other related data; start your search at https://researchprofiles.tudublin.ie/.

» TU Dublin has developed its first Research Impact Framework. In an evolving research landscape, there is a growing emphasis on not just the academic outputs but also the broader societal, economic, and environmental impacts of research. The Research Impact Framework has been developed to provide staff and students with a structured approach to planning, achieving, and demonstrating the impact of their research. The framework is especially valuable for those preparing grant applications, as it encourages early-stage impact planning, essential to securing funding and ensuring meaningful outcomes. Throughout the project, researchers can monitor their impact, track progress, and adapt as needed, fostering a responsive and impactful research process, all the while engaging with relevant stakeholders. Additionally, the framework provides guidance for communicating research findings to non-specialist audiences, amplifying the broader societal contributions of TU Dublin's research.

» TU Dublin has developed its first Research Engagement Framework, which will support people to collaborate more on their research, in line with TU Dublin's vision of 'creating a better world together.' The framework contains an introduction to research engagement, the policy context, and commonly asked questions. It then outlines eight elements of research engagement, with useful pointers and tips, reflection questions, and a range of further resources and links for each element. Relevant checklists and university contacts are also included. This living document will be regularly updated, with a formal review once a year.

» TU Dublin also published its Coalition for Advancing Research Assessment (CoARA) Action Plan in September 2024. This document outlines TU Dublin's strategy for reforming research assessment over the next three years. TU Dublin is the first Irish university to publish their action plan which was co-authored by Lindsay Dowling and Dr Mary Deasy and endorsed by the University Executive Team. It focuses on five main strands: Establish, Implement, Monitor, Revise, and Experiment. These elements are designed to promote responsible research assessment practices, aligning with CoARA's broader goals for improving research culture and integrating responsible metrics into research evaluations.

» In October 2024, Technological University Dublin announced the establishment of 21 Designated Research Centres, following a formal application and review process, aligned to its 5 distinctive research priorities. The designated centres encompass a wide range of disciplines and are multidisciplinary in nature. They are united by a shared commitment to advancing knowledge and addressing critical societal, technological, and industrial challenges. Through their innovative work, these centres will contribute significantly to the university's mission of pushing the boundaries of knowledge and fostering a culture of research excellence. This initiative not only strengthens TU Dublin's research and innovation capacity but also positions these centres to make impactful contributions that resonate on both national and global scales.

Research Performance

Within the Strategic Plan 2024-2028, TU Dublin is focussed on growing research activity, targeting the following

» 50% of academic staff holding doctorates (as per TU Act)

» 23% of academic staff classified as research active

» Postgraduate Research Students representing 5% of L8-L10 students (as per TU Act), and

» The annual value of research funding awards will be €32m

6.1 Academic Staff holding doctorates

Doctoral degrees are awarded on the basis of research activity that contributes new knowledge to a field. Doctoral awardees are considered as independent awardees who, in an academic setting, can start to mentor and supervise doctoral candidates themselves. Ensuring that a significant proportion of our academic staff are suitably qualified gives the university the capacity to grow its community of researchers who are exploring technological and societal problems and potential solutions. At the last census of qualification data, 46% of the university's academics staff were found to be qualified to doctoral level. To increase this, the university is supporting its staff who are pursuing doctoral qualifications and prioritising doctoral qualifications in academic staff recruitment.

6.2 Research Active Staff

TU Dublin research active staff are involved in a combination of related work – research student supervision, dissemination of research outputs, and research funding acquisition. Some examples of significant achievements by our research active staff are as follows:

- **Dr Amit Jaiswal Ranked Among Top 1% Influential Researchers Worldwide for 2024.** Dr Amit Jaiswal, a lecturer from the School of Food Science and Environmental Health, has been recognised among the top 1% of the world's most influential researchers for 2024. This prestigious designation is part of the "Highly Cited Researchers" list compiled by Clarivate Analytics, which identifies researchers whose work has been most frequently cited by peers over the last decade. Read more here

On 24 May 2024, **Professor Una Hunt of TU Dublin Conservatoire was officially admitted to the Royal Irish Academy (RIA)** following an election earlier in the year. Members are elected to the RIA for their exceptional contributions to the sciences, humanities and social sciences, as well as to public service. Professor Hunt has made an outstanding contribution to music research, bringing international recognition to the history and repertoires of Irish music. A world-renowned concert pianist, her achievements attest to the importance of performance-led research in understanding, explaining and contextualising the work of Irish composers, musicians and songwriters, including Moore, Osborne, Stanford and Wallace." Read more here

Prof. Taha Yasseri named inaugural Workday Professor for Technology and Society at TU Dublin and Trinity College Dublin. This new position, funded by Workday Inc., is the first industry-funded Chair position in a Technological University. This position offers a unique opportunity to advance our understanding of how technology shapes society and to contribute to meaningful research that can inform policy and practice. The Chair comes with a strong commitment to community engagement and contribution to the public discourse around digital technologies." Professor Yasseri, who took up his role on August 1st 2024. The investment from Workday Inc. will also support the creation of several additional roles, including PhD students, and postdoctoral researchers in TU Dublin. Read more here

TU Dublin celebrated the remarkable achievements of its researchers and innovators at the **2024 Annual Awards Ceremony** which was held on November 4th 2024 in our Concert Hall. The awards recognise excellence and acknowledge individuals and teams who are pushing the boundaries of knowledge, supporting sustainability efforts, and driving innovation. The ceremony featured a diverse range of award categories, recognising groundbreaking work in business, science, engineering, social sciences, and humanities. It also acknowledged the vital role of research in addressing global challenges and fostering collaboration between academia, industry, and communities. Read more here

6.3 Postgraduate Research Students

Postgraduate Research Students are a core constituent of TU Dublin's research community. The number of students has been growing steadily over the last few years and in 2023/24 stood at 680. A breakdown of the students by field of study is provided in the chart below.

Figure 5: Postgraduate Research Students by Field of Study, 2023/24
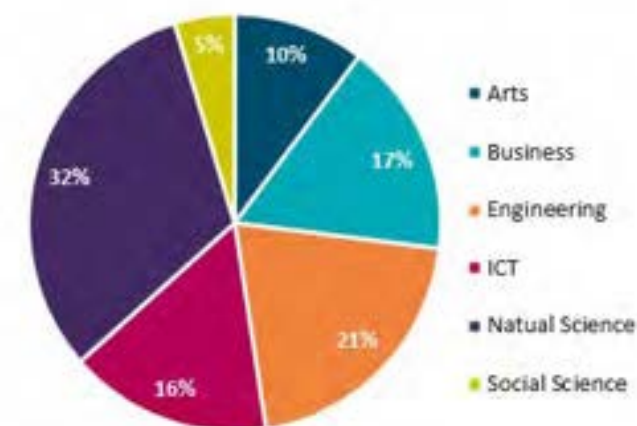
In 2024, 69 candidates graduated with a research award, 59 PhD and 10 MPhil. This is a significant increase compared to the previous year, when there was a total of 46 graduates. We are delighted to celebrate the achievements of all graduates.

A recent TU Dublin graduate, Dr Billy McCarthy, was awarded the 2024 Kathleen Lonsdale RIA Chemistry Prize at a ceremony in the Royal Irish Academy. The prestigious prize, sponsored by Henkel, is for outstanding doctoral research in the chemical sciences carried out on the island of Ireland. The award is named in honour of the famous Irish X-ray crystallographer, Kathleen Lonsdale, who was born on 28 January 1903.

Dr McCarthy completed a BSc in Chemistry of Pharmaceutical Compounds at UCC before pursuing further study with the School of Food Science and Environmental Health at TU Dublin, where he was supervised by Prof Christine O'Connor. Dr McCarthy was awarded a Teagasc Walsh Scholarship to carry out his PhD on 'Understanding the Entry, Partition, and Fate of Chlorates in Dairy Processes'.

His winning PhD thesis presents a detailed exploration of chlorate dynamics in dairy processing and proposes a novel solution for chlorate management. Chlorate is a contaminant that can find its way into dairy products through chlorinated water and products used during the cleaning of processing equipment. Due to its adverse health effects, the presence of chlorate in dairy products is strictly regulated. Understanding chlorate's entry, partition, and fate in dairy production is vital to ensuring the safety and quality of dairy products across a global industry.

Graduate Dr Megan Joyce also won an award - the audience choice at the IUA National 'Three Minute Thesis' Competition held in November 2024. The 8 winners of the individual university competitions were invited to compete in the National final, including Megan from the School of Chemical and BioPharmaceutical Sciences, who was supervised by Dr Gordon Cooke and Dr Emma Caraher, for her thesis 'The Burden of Antimicrobial Resistance in Community Acquired Pneumonia (CAP)'.

6.4 Research Funding

TU Dublin research funding has grown steadily over the last number of years. A breakdown by funding source is provided in the table below

Table 6: Research Funding by Source of funding 2020-2024

Funder	2020 (€000s)	2021 (€000s)	2022 (€000s)	2023 (€000s)	2024 (€000s)
Dept of Agriculture, Food and the Marine	€200	€449	€682	€937	€995
Enterprise Ireland	€2,550	€3,267	€792	€5,812	€869
EU Commission	€3,145	€2,787	€1,611	€2,113	€1,031
EUt+				€311	€98
Government Depts / Agencies	€494	€1,134	€1,843	€1,828	€18,800
Health Research Board			€138	€5	€270
Industry	€749	€1,452	€184	€2,306	€20
Philanthropy/ Charity	€19	€10	€39	€76	
Research Ireland (Taighde Eireann)	€5,130	€7,500	€9,155	€5,175	€3,873
TU Dublin	€2,143	€2,553	€2,920	€3,413	€1,207
Other	€104	€422	€54	€130	€199
Total	**€14,534**	**€19,574**	**€17,420**	**€22,107**	**€27,363**

The **ARISE (Amplifying Research and Innovation Supporting Enterprise)** initiative at TU Dublin, supported by a €13.6 million investment from which the European Regional Development Fund and the Government of Ireland, is advancing connections between academia and industry across five key sectors:

» Biopharma, Life Sciences, and Medical Technologies

» Advanced Manufacturing & Engineering

» Food, Agritech, Bio-economy & Sustainability

» ICT & Financial Services

» Audio-Visual, Creative & Cultural

With a dedicated team of 13 professionals, including five Business Development Managers actively engaging with enterprises across Ireland's Eastern and Midlands Region (EMR), ARISE is advancing innovation through strategic industry partnerships. To date, the program has onboarded 23 PhD students and is set to welcome 15 post-doctoral researchers, further strengthening the link between TU Dublin's research community and industry. For more information, visit www.tudublin.ie/arise.

Some research project examples

Grosafe: A Groundbreaking Game to Protect Children from online Grooming - TU Dublin, in collaboration with ISPCC Childline and Trinity College Dublin, is leading an innovative project, 'GroSafe', funded by Science Foundation Ireland's National Challenge Fund. The project aims to develop a tech-driven solution to strengthen societal resilience against child grooming, under the guidance of Dr. Christina Thorpe and Dr. Matt Bowden from the University's School of Informatics and Cybersecurity. Read more here

Building the future: AI Construction Research - The official launch of a 10-month AI-powered research program leveraging computer vision and machine learning to improve quality and compliance in construction took place at an event held in TU Dublin in December 2024. This is a collaboration between TU Dublin's School of Surveying and Construction Innovation, Fenagh Engineering & Testing and Construct Innovate, with support from the Built Environment Research and Innovation Centre (BERIC) at TU Dublin, BIBA Trade Mission Delegation, UMass Amherst Innovation Department, and the American Chamber of Commerce strengthening ties between Boston and Dublin. The program seeks to redefine industry practices through cutting-edge artificial intelligence. Read more here

The Irish Farm Crime Study

Researchers: Dr. Nicola Hughes and Dr. Matt Bowden from the School of Social Science, Law and Education

The Irish Farm Crime Study has significantly impacted rural crime prevention in Ireland. The research examined crime victimisation among farmers, assessing policing responses and identifying best-practice crime prevention measures. The study received extensive media coverage (50+ reports) and directly influenced rural security strategies, with findings being incorporated into An Garda Síochána's rural crime initiatives. The study also contributed to policy discussions at national and European criminology conferences. By highlighting key security challenges and offering practical solutions, this research supports SDG 16 (Peace, Justice, and Strong Institutions) and SDG 17 (Partnerships for the Goals), fostering safer rural communities.

6.5 Knowledge Transfer and Enterprise Activity

TU Dublin's Strategic Plan to 2028 sets ambitious goals for the University in terms of its knowledge transfer and enterprise activity. It targets overall growth in licencing and spin-out development, drawing from the University's research base and leveraging its leadership role in knowledge transfer in Irish Higher Education. At the same time, we seek to build on the enterprise community of hundreds of enterprises that have already emerged through TU Dublin support and continue to 'dare to discover' and develop and nurture a new generation of start-up ventures.

Knowledge Transfer

In terms of new licence agreements, a target of 15 was set for the academic year 2024/25. As at December 2024, 11 new licence agreements had been executed. Regarding spin-out development, TU Dublin had exceeded its target, with a further 3 spin-out companies created in the same period.

On World Intellectual Property Day, April 26th, 2024, TU Dublin Innovation and the Centre for Industrial and Engineering Optics (IEO) celebrated the University's 600 invention Disclosure. The 600th Invention Disclosure Form (IDF) was submitted by the IEO who seek to address societal challenges via optics and photonics research. The IEO has been active in optics and photonics research for more than 25 years and have developed novel technologies in product authentication, vibration measurement, sensing and optical device fabrication. Commenting on the centre's IP impact and support received in TU Dublin, **Dr. Suzanne Martin, Centre Manager & Principal Investigator at the IEO, TU Dublin** said:

"The IEO Centre has had the benefit of outstanding support, year after year, from the TU Dublin Innovation Office as we built our IP portfolio. This has allowed our team to focus fully on the technical challenges, while having confidence that the Intellectual property we develop is being protected and handled by experts."

» TU Dublin Innovation and Knowledge Transfer Office and Dr. Sean Bond, a leading researcher from TU Dublin, were awarded a grant from Enterprise Ireland's (EI) Commercialisation Fund valued at around €1 million. The funding will bring Dr. Bond's '**SM:ART**' technology and spin-out to life, fundamentally changing how we protect and preserve our most critical infrastructure. SM:ART uses advanced sensors, machine learning, and automated treatment to prevent structural deterioration in reinforced concrete, before it even begins. By shifting from reactive fixes to proactive prevention, SM:ART is set to save billions globally, extending the lifespan of bridges and critical structures that support our world. This is not just maintenance, it is the foundation for a smarter, more resilient future for the world's infrastructure. Read more here

» **Puritee Ltd.** emerged as a student spin-out from a final year project in Product Design (Jack Doyle) in the School of Mechanical and Design Engineering, supervised by Colm O'Kane. They have developed an innovative domestic water testing kit for homes using a private water supply.

A working prototype was created, which will be showcased in the Innovation Arena at the 2025 National Ploughing Championships. Puritee's product will empower private well owners to have control over their water safety, by providing an easy-to-use, reliable, at-home water quality device, thereby eliminating the need to ship samples or use a third-party service. Since forming in May 2024, Puritee has received funding through New Frontiers Phase 2, the EI student awards, an Innovation Voucher, and was awarded a LEO mentor. They have garnered publicity in the media, with an article published in the Irish Independent. They are currently pursuing VC funding and aim to become a HPSU company shortly.

» **Value AI Ltd.** was formed in September 2024 as a spin-out company with Anastasia Negru as commercial lead, in collaboration with Dr Steven Davy from the Centre for Sustainable Digital Technologies in TU Dublin. It is commercialising technology arising from an EI-funded Commercialisation Fund project for the development of an innovative SaaS tool for intelligent and automatic pricing comparison and price adjustment for online SME retailers. The company was offered EI Pre-Seed Start-Up funding (PSSF) in late December 2024. ValueAI is using Artificial Intelligence (AI) to create a product that will predict optimal pricing with respect to competitor activity, market dynamics, seasonality and consumer behaviour. It will be a "plug and play" solution for resource poor retailers and in addition to re-pricing, it will provide a performance dashboard to illustrate improvements in sales volumes and revenue.

Anastasia Negru, Commercial Lead, with spin-out company Value AI

Dr Paul Maguire and Dr Shawna Johnston of TU Dublin Innovation and founder of Puritee, Jack Doyle

Enterprise Activity

TU Dublin's *Dare to Discover* approach is to support entrepreneurship through various stages of the entrepreneurial journey. It's about inspiring minds - empowering students and graduates to be brave, bold and ambitious; and it's about igniting innovation - providing mechanisms that nurture and support early stage entrepreneurship.

GROWTHhub is a collaborative initiative between TU Dublin and South East Technological University (SETU), funded under the Human Capital Initiative. Its mission is to encourage students and work-based learners to **develop an entrepreneurial mindset** for new ways of thinking, education, research and partnership engagement and stimulates a culture of idea generation, exploration and implementation.

During 2024, GROWTHhub continued its programme of activities to support entrepreneurship education initiatives. Thirteen Entrepreneurship Education Bursaries were funded. The 3rd Entrepreneurship Education Share and Learn Symposium was delivered - the event brought together over 60 entrepreneurship educators from across Irish HEIs. The keynote speaker was Professor Andy Penaluna, University of Wales, Trinity Saint David and former Chair of the UK's Quality Assurance Agency on enterprise and entrepreneurship education. The Entrepreneurship and Innovation Education Community of Practice was also launched.

In terms of Student Entrepreneurship development, in 2024, TU Dublin supported the fourth **IvenTUre Student Entrepreneurship Accelerator**. The overall winner for this year is Ellen Gaffney, with her Beag Bakery range of ready-to-bake treats. Fifty-six students completed the three-week accelerator which took place at the Grangegorman Campus

The **Start Up Lab** work-placement alternative programme was delivered as a pilot initiative, with 11 successfully completing. Start Up Lab allows those students with entrepreneurial ambition to work through a structured programme for the full semester developing their enterprise ideas. The programme will be expanded and rolled out in 2025.

The **IMMERSE** Summer Start-up Internships placed students in a number of start-up and early stage companies. In addition to these accredited programmes, workshops were made available to programmes across the TU Dublin campuses. These included workshops in ideation, design thinking, team formation, resilience, and persuasive presentation skills

The focus of the **2024 TU Dublin President's Sustainability Innovation Challenge** was e-waste. Fifty million tonnes of e-waste are generated each year, but only 20% are recycled. Over two days at the end of October, almost 100 students from across TU Dublin ideated enterprise ideas that

responded to the challenge of e-waste. The first prize was awarded to the team comprised of Isaac Tuite, Dillon Slattery Lopez, Mark Jones, Sravan Ashadapu and Noel Jose - they developed an innovative solution to tackle e-waste by creating a platform that allows individuals to make a profit through the responsible disposal of their electronic waste, thereby encouraging recycling and reducing environmental impact. TU Dublin Entrepreneurial Ambassador Neil McCabe of The GreenPlan chaired the judging panel and the prize fund was kindly supported by Workday.

The **New Frontiers Programme**, funded by Enterprise Ireland, continues to make a powerful impact on Ireland's entrepreneurial landscape, serving as a springboard for early-stage start-ups across a range of sectors. Hosted at TU Dublin's Blanchardstown, Tallaght and Grangegorman campuses, the programme offers a structured, supportive environment where aspiring entrepreneurs can turn ideas into scalable, investor-ready businesses. Participants benefit not only from mentorship and funding, but also from access to TU Dublin's extensive research expertise, state-of-the-art facilities, and its strong network of innovation partners. The university setting also fosters collaboration between academic staff, students, and start-up founders, creating a vibrant ecosystem of creativity and support.

2024 was a particularly remarkable year for the New Frontiers Programme at TU Dublin, especially in advancing women-led entrepreneurship. This year, 53% of participating businesses were led by women—a significant milestone that reflects the programme's focus on diversity and inclusion. As Ireland continues to build a more inclusive, innovation-driven economy, Enterprise Ireland's New Frontiers Programme remains at the forefront— empowering the next generation of entrepreneurs to lead, disrupt, and succeed.

TU Dublin Entrepreneurial Success stories 2024

TU Dublin were winners on several fronts at the **2024 Enterprise Ireland Student Entrepreneur Awards. Ciara Walsh**, a BSc in Marketing student, co-founder of **JustTip**, won the overall Enterprise Ireland Student Entrepreneur Award, and received the €10,000 student prize. They will also receive mentoring from Enterprise Ireland to develop their products and explore new market opportunities.

Jack Doyle, a final year student on the BSc in Product Design, won the Enterprise Ireland Merit Award and €1,500 for his business idea based on his final year project, which developed an innovative solution to test water contamination in private wells.

GROWTHhub's **Gloria Rull** was also recognised for her contribution to student entrepreneurship, receiving the Enterprise Ireland Academic Award which recognises the entrepreneurship education contribution of a third-level project supervisor.

Heidi Davis, CEO and co-founder of Peri, has been named **Enterprise Ireland's High Potential Start-Up (HPSU) Founder of the Year** for 2024. This accolade recognises her innovative work in developing a wearable device that leverages AI to personalise the management of menopausal symptoms. The device, designed to be worn under the breast, provides objective data on perimenopausal symptoms, aiding women in creating personalized management plans. Davis, an alumna of the New Frontiers Programme at TU Dublin, co-founded Peri (formerly IdentifyHer) in 2021 alongside Donal O'Gorman. The company has already raised €1.4 million and is currently seeking an additional €1 million to support the device's launch, anticipated in 2025. Peri's innovative approach has garnered international attention, notably winning an innovation award in the digital health category at CES 2025 in Las Vegas. This recognition underscores the growing importance of femtech in the global health tech landscape. Looking ahead, Davis aims to expand Peri's reach globally, bringing the device to women worldwide to enhance their health and productivity.

New Frontiers - graduate success stories

Joel Olympio, Co-Founder of Focus.Co (www.thefocuscompany.co)

is a graduate of the New Frontiers Programme at TU Dublin 2024. Alongside his Co-Founder, Vadim Vorobyov, Joel is developing smart eyewear designed to enhance concentration. By combining advanced technology with in-depth research into the psychology of focus, they are creating a product that redefines how we engage with our surroundings to improve attention and productivity.

His innovative product, Oasis, has already made waves — winning the prestigious James Dyson Award, being recognised among the top 20 global Dyson inventions, and featuring in Prototypes for Humanity in Dubai. His smart eyewear has captured worldwide interest for its potential to support individuals working in high-focus environments. Recently, Joel and his team secured Pre Seed Start Funding (PSSF) from Enterprise Ireland and are on track to close their pre-seed round by mid 2025. Focus.Co is poised to make a transformative impact on how people work, study, and navigate an increasingly distraction-filled world.

Lorcan Healy founder of Eos Elite

At 24, a graduate of TU Dublin's New Frontiers Programme, founded Eos Elite Ltd. Eos Elite, a Dublin-based performance apparel brand aimed at empowering athletes and runners. Starting from his bedroom in late 2022, Lorcan expanded the company to serve over 25,000 customers across Ireland and the UK, achieving nearly €750,000 in sales. Eos Elite is renowned for its grip socks, utilised by Premier League footballers, international rugby players, and inter-county GAA athletes.

In 2024, the brand introduced the Eos UltraLight Pink Running Vest in partnership with Breast Cancer Ireland, selling 1,900 units and donating 20% of each sale, totalling over €8,000, to the charity. Looking ahead to 2025, Eos Elite plans to diversify its product line, boost exports, and quadruple its growth, exemplifying Lorcan's entrepreneurial spirit and the impact of local talent on the global stage.

Melissa Hayward, founder of **Melissa Hayward Academy** (www.melissahaywardacademy.com) is a recent graduate of the 2024 New Frontiers Phase 2 and Phase 3 at TU Dublin. Melissa Hayward Academy offers award-winning, accredited hair extension training that enhances stylists' technical skills and empowers salons to grow their business and increase revenue.

Under Melissa's leadership, the academy has launched its online training platform and won multiple awards, including Hair Training Academy of the Year, Training Academy of the Year, and Network Ireland Solo Businesswoman of the Year. She has received hundreds of 5-star reviews from her students, doubled all KPIs and projections, and is now gearing up to launch into the UK.

PARTNERSHIP

Our Ambition

Delivering Shared Impact

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

7 Partnerships for Impact

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.

7.1 Academic Partnerships and Engagement

TU Dublin works closely with academia, industry, enterprise, and Professional, Statutory & Regulatory Bodies (PRSBs), to support national objectives for higher education. In 2024, the University partnered with more than one hundred external organisations – at home and abroad -in the delivery of programmes of education and training. These partnerships are governed by consortium agreements, Memorandum of Agreements (MOAs) and/or service level agreements, with defined QA procedures for approval, management, and renewal, and defined corporate services legal and financial/due diligence procedures.

Table 8 shows the type of academic partnerships[9] in place in 2024.

Table 7: TU Dublin Academic Partnerships 2024

Type of Partnership	Total Number
Joint/double/multiple awards	13
Collaborative programmes	87
Franchise programmes	4
Linked providers (DABs only)	1
Articulation Agreements	9
Professional, Statutory & Regulatory Bodies	40
Total	**154**

TU Dublin academic collaborations are often with tripartite arrangements between the University, other HEIs and industry stakeholder organisations/representative bodies (such as IBEC, SOLAS, ICT Ireland and Skillnets). The University is ambitious and agile in its commitment to partner with industry in programme design and delivery.

The University's Partnerships Office has responsibility for the strategic oversight, due diligence and contractual arrangements for all TU Dublin's partnerships, including linked, collaborative and transnational programme provision. During 2024, the University prioritised expanding existing relationships and forming new alliances across key economic sectors, while simultaneously increasing our international partnerships and our societal engagement.

Academic collaboration in action – one example is our *BSc in Decontamination Management Degree*. Delivered through the Faculty of Sciences & Health[10], the Level 7 programme - and linked Level 6 Minor Awards - have enhanced the professional development of over 1,200 healthcare workers from Ireland, the UK, Portugal, and the Middle East. These programmes provide structured continuing education for healthcare professionals in peri-operative services, focusing on the decontamination of surgical and dental instruments, medical endoscopes, and ultrasound probes.

Initially developed in 2000, the programmes were revised in 2016 with input from the Health Services Executive (HSE) and global medical device companies. The initiative has since expanded to include NHS Scotland and other national health services. Many who complete the programme have become managers and hospital leads in medical device decontamination, while others have pursued postgraduate research and study opportunities. A key to the program's success is its hands-on laboratory-based learning, supported by industry partners who provide state-of-the-art equipment and resources. The programmes have gained international recognition, including by the United Nations Institute for Training and Research.

Building Change

Building Change, a Human Capital Initiative (HCI) Pillar 3 project, is a unique collaboration between the six schools of architecture in Ireland –TU Dublin (lead partner) and UCD, SETU, CCAE (UCC, MTU), UL, ATU. This transformative project is radically revising the architecture curriculum to empower future graduates to address the sustainability challenges faced by society. Building Change, working with the Royal Institute of the Architects of Ireland (RIAI), has materially contributed to a revised national education standard in architecture. As the project end approaches in 2025, a key legacy is the creation of a new, differently focussed, stream of architecture graduates. These graduates will bring to architectural practice in Ireland, the new knowledge, skills and mindset for sustainable architecture that has been inculcated through the Building Change project..

TU Dublin Architecture students presenting at the Building Change showcase event at the RDS as part of the Architecture + Building Expo in conjunction with the RIAI Annual Conference.

Partnering to address sustainability - In February 2024, TU Dublin and the United Nations Institute for Training and Research (UNITAR) announced the launch of the Master in Global Sustainability Leadership, a ground-breaking programme, designed to develop leaders who can drive

sustainable transformation worldwide. Delivered full-time (one year), face to face on our city campus, or entirely online (part-time over two years), the program offers flexibility for working professionals and international learners. For those seeking a shorter commitment, TU Dublin also offers a Postgraduate Certificate in Sustainability Leadership in Business, a one-year, part-time program aimed at equipping business leaders with sustainability expertise.

Strengthening our European Presence - As TU Dublin continues to embed internationalisation in the University, it continues to grow its engagement within the European University of Technology (EUt+). EUt+ is a pioneering alliance of nine distinguished technological universities across Europe, collectively educating over 100,000 students. Founded under the 2020 Erasmus+ call, it aims to develop an integrated model of technological education and research that includes engineering, sciences, humanities, and social sciences disciplines. *EUt+ Accelerate* builds on the first phase of the initiative and runs from 2023 to 2027. This phase will see the implementation of joint European degrees at bachelors and masters' level and agreements for PhD supervision. Three new Research Groups have been given approval to proceed towards full Research Institute designation. There is also a significant emphasis on supporting staff and student mobility by streamlining the processes. Partnerships with NGOs and commercial/ corporate organisations across Europe is developing with Telefónica in Spain and the United Nations Institute for Training and Research (UNITAR).

Links with Canada - Supported by the Framework for Collaborative Action between the HEA and Polytechnics Canada in 2024, TU Dublin received funding for the development of co-funded pilot initiatives with Canadian HE system stakeholders. In 2024, TU Dublin signed a Memorandum of Understanding (MOUs) with a number of Canadian higher institutions, including British Columbia Institute of Technology, Humber Polytechnic, and Mount Royal University. Together with the partner institutions, TU Dublin has been exploring collaboration in pharmaceutical education for local industries, joint programmes in business sustainability, pathway programmes, co-supervision, and exchanges for staff and students.

TU Dublin's School of Marketing & Entrepreneurship and Algonquin College's School of Business and Applied Research came together to develop a 'School of Business Transnational Entrepreneurship Pitch Competition'. Transnational project teams worked to develop business ideas, aligned to many of the SDG goals, from inception stage right through to pitch stage.

7.2 Industry & Enterprise Partnerships and Engagement

Industry and enterprise partnerships continue to play a vital role in bridging academic knowledge and real-world application for TU Dublin. Internships, industry-sponsored projects, and co-created programmes offer students hands-on experience and practical skills, significantly enhancing their current and future employability. Simultaneously, the university supports its industry partners through re-skilling and up-skilling employee programmes, addressing workforce needs in a rapidly evolving economy. In 2024, TU Dublin prioritised expanding existing industry relationships and forming new alliances across key economic sectors. Faculties and Schools increased their efforts to engage with industry and be forward-thinking in programme design. The following are among the new programmes introduced in 2024.

» **Certificate in Entrepreneurial Leadership**

The programme was developed by the Graduate Business School and GROWTHhub in collaboration with Workday - a leader in enterprise cloud applications for finance and human resources. Programme content focuses on some of GROWTHhub's exciting work on entrepreneurial leadership along with innovation competencies and scaling strategies, achieved through the management of high-performance teams.

Currently, there are 4 streams of workforce development between the TU Dublin and Workday, across Cybersecurity, Entrepreneurial Leadership, Emerging Leaders and Machine Learning.

Workday staff members (above) graduating from the first of the workforce development programmes in the School of Informatics and Cybersecurity.

» **Postgraduate Certificate in Applied Procurement Management**

This innovative postgraduate programme was designed to meet the needs of procurement professionals, enhancing their ability to drive innovation and change. It was developed by the Faculty of Business, the BT Group, and the Enterprise Academy at TU Dublin. In this case, *BT Group*, was looking for a continuing professional development (CPD) course in procurement and university accreditation was important. Combining in-house expertise at BT and the disciplinary experts within the TU Dublin Faculty of Business, the programme in Applied Procurement Management was developed and launched in 2024, with 25 learners from BT Sourced - the innovative new procurement arm of global communications provider BT. BT Sourced is based in Dublin and has established itself as a hub for many 'Big Tech' businesses as well as technology start-ups.

The first cohort of BT Sourced learners.

» **BA (Hons) in Screen Industry Practice**

To widen higher education access to the screen sector, the School of Media, in collaboration with Fís Éireann (Screen Ireland) developed a new Level 8 programme, the BA (Hons) in Screen Industry Practice. In advance of this programme opening, a Portfolio Preparation Module to assist in compiling a RPEL (Recognition of Prior Experience Learning) portfolio and personal statement was offered by the School of Media. Potential applicants to the BA in Screen Industry Practice are strongly encouraged to avail of this Level 6 Certificate in Portfolio Preparation for the Screen Industry, which will primarily consist of two full-day workshops, supported by online tutorials. This programme opened for registration in late August and ran from October 2024.

Pictured: Colman Farrell, Head of Skills and Professional Development at Screen Ireland; Dr. Mary Ann Bolger, Hugh McAtamney and Dr. Claire Mc Bride, TU Dublin

» Certificate in Food Entrepreneurship

This provides accredited pathways for aspiring entrepreneurs and is the result of collaboration between the School of Culinary Arts and Food Technology, the TU Dublin Enterprise Academy, SuperValu and the Local Enterprise Boards. The programme is designed to equip food entrepreneurs with the skillset to launch and manage a successful food business in Ireland, and to develop safe, healthy and innovative food products for the global Agri-Food and Beverage (AFB) industry.

» Postgraduate Diploma in Sports Analytics, Technology and Innovation

This unique 12-month programme was launched in 2024 and is the result of a strategic collaboration between the School of Biological, Health and Sports Sciences, Technology Ireland Digital Skillnet, SportsTech Ireland, and the TU Dublin Enterprise Academy.

Bringing together expertise from three TU Dublin academic faculties, it is specifically tailored to meet the growing demands of the world's sports technology sector, an estimated €650 billion a year industry, which is anticipated to grow by much as 20% a year between now and 2030.

Minister of State for Trade Promotion and Digital Transformation, Dara Calleary, launches the Postgraduate Diploma in Sports Analytics, Technology and Innovation

Showcasing Work-Based Learning and RPL

In January 2024, the University's Enterprise Academy supported the 'Navigating the RPL Journey: Engaging with Employers' event. This was a vibrant forum for Recognition of Prior Learning (RPL) leaders and practitioners to discuss the role of RPL in bridging the gap between higher education and the workforce, addressing skill shortages, and advancing talent development. The event featured a showcase of the innovative partnership between Screen Ireland, the School of Media and TU Dublin's Enterprise Academy, a prime example of successful collaboration addressing skills needs through Work-Based Learning and RPL and the new Level 6 and Level 8 programmes in development at TU Dublin.

TU Dublin Enterprise Academy event – Navigating the RPL Journey: Engaging with Employers

Enterprise Engagement

The Collaborative Talent Development Community of Practice (CoP) brings together academic and professional services staff, business leaders and policy-makers, to improve how universities and enterprise work together.

Our community of practice events offer a unique space for both faculty and enterprise representatives to jointly enhance university-enterprise engagement by sharing successful practices, emphasising crucial University-Enterprise engagement drivers, and addressing specific challenges.

In 2024, six Community of Practice events were hosted

1. ***Transforming Learning through Live Challenges and Enterprise Projects*** – the first in the series, showcasing how authentic learning experiences, such as live enterprise projects, can connect theory to practice. Speakers shared case studies and toolkits illustrating how student learning is enhanced through collaboration with business, civic, and creative sectors.

2. ***Talent, Technology, and Turbulence: Recruitment, Retention, and Skill Evolution*** - examined the changing nature of work in the era of Generative AI. Robert Mac Giolla Phadraig (Skill Stack) emphasized the enduring importance of human-centred soft skills—like storytelling, critical thinking, and judgement—in navigating technological disruption.

3. ***AI and the Talent Pipeline: Employer Challenges – Evolutionary to Revolutionary*** - explored the critical need for a reimagined HR approach. Stephanie Prenderville SPC Consulting called for a pivot to developing 'power skills'- including empathy, authenticity, and collaboration - and highlighted the urgency of embedding safe AI usage into both education and enterprise.

4. ***The L&D Landscape in 2024 – A Perspective*** - offered a comprehensive outlook on global skills trends. Maura O'Toole (Facilitrain Ireland) examined Ireland's unique skills shortages and introduced strategies like skills-first recruitment to future-proof talent management and learning & development practices.

5. ***Skills for the Future: Exploring the Benefits of Micro-Credentials for Businesses*** - brought together enterprise and academic voices to discuss the rising value of micro-credentials. The panel emphasized how these targeted learning modules can help close industry skills gaps, boost productivity, and support innovation across sectors.

6. ***Unlocking Potential through RPL: Talent Development in the Screen Sector*** - concluded the series with a focus on accredited work-based learning and the Recognition of Prior Experiential Learning (RPeL) in Ireland's film and television industry. The session celebrated partnerships between academia and industry, showcasing new pathways to develop talent and foster career progression.

TU Dublin and Skillnet Ireland

In March 2024, a workshop was held with our Skillnet Business Network partners and enterprise learners, to share examples of longstanding Skillnet Ireland programmes successfully co-designed and run in partnership with TU Dublin. We also shared suggestions to help navigate the broader university landscape - this was for Networks planning to engage with the higher education sector for the first time. Four exemplar partnership case studies were explored:

1. TU Dublin and BioPharmaChem Skillnet
2. TU Dublin and Technology Ireland, Digital Skillnet
3. TU Dublin and ICT Skillet
4. TU Dublin and Cultural and Creative Skillnet

Generative AI - Shaping the Talent Pipeline

The Enterprise Academy's annual event for talent development professionals, the Future Talent Forum, took place in June at TU Dublin. Educators and industry experts came together to explore transformative strategies and approaches to equip learners with essential AI skills. The showcase event provided valuable insights into practical approaches and innovative solutions for learning and development professionals to adapt and thrive in the age of AI, including upskilling and reskilling initiatives that directly contribute to enhancing employee capabilities, promoting career growth, and adapting to evolving industry requirements.

Future Talent Forum 2024 – Panel

7.3 Community Partnerships and Engagement

During 2024, our community partnerships continued to flourish. The high profile of TU Dublin, particularly within the Dublin region, is evidenced in the number of initiatives now undertaken in collaboration with local authorities, statutory agencies, community organisations and our strategic industry partners. Through this seamless network of activity with our community partners, we shape and enhance the life of our communities. Some examples of our activities are outlined below.

Computer Science Inclusive (CSinc)

An important initiative in 2024 was CSinc ,for which TU Dublin was awarded €1m in Performance Funding by the HEA. This is an exemplary initiative that has demonstrated significant impact and contributed towards national priorities and outcomes. It is Ireland's largest computing outreach and computing support initiative.

CSinc activities are focused on improving the teaching and learning in computer science, through providing student camps and workshops, facilitating Teacher Continuing Professional Learning (CPL) and conducting longitudinal research. An important CSinc resource is its online platform, CSLINC (Computer Science Inclusive Learning). On average, 300 teachers, 200 schools (with 25% of those schools being DEIS schools) and over 9,000 students are registered on the platform per year to avail of the education modules. CSinc is important in addressing digital skills deficits, which worsen inequality around access to information and resources.

With the new primary curriculum being launched, and STEM as a mandatory subject area, CSinc has just commenced Enabling Digital Technology in Primary Schools (EDTips). The team secured AWS as a partner for this project and will leverage CSLINC to host specific primary teacher resources to support all 3,200 primary schools and their 42,000 teachers for the computing component of the STEM curriculum. AWS contributed by providing a digital kit to support this content to every primary school in Ireland.

CSINC has established relationships with several industry and higher education partners, including Amazon in Communities, Workday (who provide support on project management for the EDTips project), and ESERO (who developed two courses for CSLINC). Courses for CSlinc were also provided by Maynooth University, Dell, Blackrock Observatory, UCD, ML Labs & Huawei, Microsoft Dreamspace, University of Limerick & LERO (with UC Berkley's BJC material), and Fidelity Investments.

Sherkin Island Community Partnership

The BA in Visual Art is a community partnership programme in the School of Art & Design, delivered on Sherkin Island, West Cork. In partnership with local community groups, the Sherkin Island Development Society and Uillinn: West Cork Arts Centre, it is part funded by both Cork County Council and Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media. The Level 8 Honours Degree programme embodies the core spirit of TU Dublin's pillars of People, Planet and Partnership, and with a high proportion of non-traditional and mature learners across its student and graduate cohorts, the programme is the epitome of inclusive learning at third level. This year was one to celebrate, with Sorcha Browning, graduate of the BA in Visual Art, Sherkin Island, receiving both the 2024 Taylor Art Trust Award and the RDS Graphic Studio Dublin Emerging Visiting Artist Award. Sorcha's win follows on from that of another Sherkin Island Gradate, Mary Sullivan, who won the Taylor Art Trust Award in 2018.

Graduates from the BA Visual Art and MA Art & Environment programmes

CRAWL World Café

In 2024, TU Dublin researchers were awarded almost €250K under the Science Foundation Ireland's (SFI) National Challenge Fund Sustainable Communities Challenge. Their project CRAWL (Campus' Role as Actors in Walkable and Liveable Communities) engages TU Dublin's community and campus stakeholders to understand barriers and provide opportunities to make campuses and their surrounding neighbourhoods more walkable and liveable. The project's Societal Impact Champion is the Office of the Planning Regulator. Following the Walk 21 Ireland conference, CRAWL Co-Principal Investigators, led a World Café event for CRAWL on 07 February 2024 at TU Dublin's Blanchardstown campus. This gathering of 70 stakeholders from planning, engineering, health, and environmental sectors identified challenges and needs, laying the groundwork for a collective design approach. An annual World Cafe event has now been established. Ongoing projects utilising TU Dublin campuses as testbeds include; Air Quality Education, Tool Monitoring and Walkability Audits.

Grangegorman ABC

Grangegorman ABC is an Area-Based Childhood (ABC) programme that aims to improve outcomes for children, particularly those aged 0-6, based in Dubin's northwest inner city. In 2024 TU Dublin as lead agency of the Grangegorman ABC Consortium, received funding of €788,698 from Tusla - Child and Family Agency. Through Grangegorman ABC, TU Dublin helped to initiate and embed an innovative model of governance in the Grangegorman area that supports a responsive and place-based approach to early intervention.

Running for ten years, the consortium model is now well-established. In 2024 TU Dublin made the decision not to continue in the lead agency role and a new partner was identified to take Grangegorman ABC forward. TU Dublin is very proud of our contribution to Grangegorman ABC and of the positive impact the programme has created since its initiation. We wish Grangegorman ABC continued success in the future and wish to thank all internal and external stakeholders who contributed to the programme over the last 10 years.

Head of Societal Engagement, Helena Fitzgerald, speaking at the CRAWL World Café

ENABLERS

Our Ambition

» we intend to underpin the delivery of strategic objectives across our People, Planet and Partnership pillars, through key enablers

8.1 Financial Sustainability

During 2024, the University drafted a Financial Recovery Plan to restore the institution's finances to a sustainable footing. The Plan was accepted by the Higher Education Authority and is now being implemented.

8.2 Organisational Flexibility & Agility

Following the completion in 2023 of a new organisational design for TU Dublin, a new 5-year Transformation Programme was developed to provide a roadmap of the strategic change projects required to deliver TU Dublin's organisational and strategic goals. The University's Transformation Programme aims to shape our evolution as a university and deliver key elements of the 2024-2028 Strategic Plan. It encompasses a portfolio of priority projects that aim to transform the student and staff experience at TU Dublin. The projects are grouped into themed programmes of work that cover academic and professional services, our digital and data capabilities, our ambitions for our campus and our commitment to sustainability.

A new governance structure for the Transformation Programme was developed and established in late 2024. It comprises the Transformation & Investment Board that provides overall direction and oversight, plus five Programme Boards for the relevant suite of projects. All projects benefit from the University's programme management, change management and lean team support. The main focus is to increase information and transparency within and across programmes; provide a clear view of key decisions, risks and dependencies; and support the effective management of major initiatives.

8.3 Digital Transformation

The year 2024 marked a period of significant progress for TU Dublin towards enhancing the technological landscape of our university and the digital experience for our students and staff.

A major initiative has been the development of our new Student Record Management System (SRMS). Moving from stand-alone systems on our three main campuses, the University is creating a unitary, modern, cloud-based SRMS with enhanced capability to meet the present and future needs of TU Dublin. The aim is to transform the student experience, provide digital-first solutions that will afford the student greater agency in managing their education experience, with enhanced access to information and services. In addition, the system will help streamline administrative processes and offer operational efficiencies including enhanced reporting facilities. Design of the system commenced in 2023 and various work-packages have been implemented throughout 2024. The overall final solution is on track for go-live in September 2025.

Cyber security is a critical area for any organisation in today's world. We are happy to have made substantial advancements in bolstering our cyber security position. Notably, we have implemented a new Security Operations Centre (SOC) and Security Information and Event Management (SIEM) system, which provides continuous monitoring and management of our IT infrastructure. This enables us to detect and respond to potential cyber threats in real-time, thereby ensuring the integrity of our systems. Additionally, we have introduced Domain-based Message Authentication, Reporting & Conferencing (DMARC) to protect our university against fraudulent emails and phishing attacks.

This year has also witnessed numerous enhancements to the university network across all our campuses, ensuring that our staff and students can connect in a secure, seamless and robust manner. This included the convergence of our legacy network systems from Blanchardstown, Tallaght, and City Campus. In line with the University's Sustainability plans, a key project was to standardise, consolidate and economise our Data Centres and Storage systems in the university, this included the Data Centre Migration from Aungier Street into the Data Centre at Grangegorman in our City campus.

8.5 Branding & Market Communication

Investing to build our brand is integral to attracting students from around the world to TU Dublin. It also engages the many talented staff and enterprise partners that we need to thrive as one of Ireland's largest universities.

The University's first brand campaign was launched in Ireland in October 2023 and continued throughout 2024. The campaign highlights TU Dublin's combination of theory, collaboration, and practical application to create a better learning experience for students, using the tagline 'Go Beyond Learning'.

The advertising appeared on TV, YouTube, and social media channels such as Facebook, Instagram and TikTok. The campaign was extended to incorporate out of home advertising in the Dublin area during October and November 2024. Adverts were present on large poster sites, bus shelters, Dublin Bus sides, and in Dublin Bus, Luas, and DART interiors. These Adverts highlighted the University's practical learning orientation, its more personal and supportive student experience, and its ease of access given our five campus locations. As required by legislation, one-fifth of the advertisements were in the Irish language.

A very strong increase in awareness of TU Dublin in the Dublin region was evident in consumer research at year-end. In parallel, a campaign promoting the University's CAO Open Day in December helped to deliver a record number of registrations for the event.

These marketing campaigns were supported by increases in social media activity. TU Dublin secured more than 275,000 followers across the leading social media platforms, and the rate of engagement with our content more than doubled over 2023.

"You're not just a number, you're pushed to be better"

Victoria
Advertising & Marketing

"Tá an meascán idir fhoghlaim acadúil agus phraiticiúil foirfe"

Dara
Scannánaíocht & Craoltóireacht

2024 brand campaign

The University where learning meets the real world
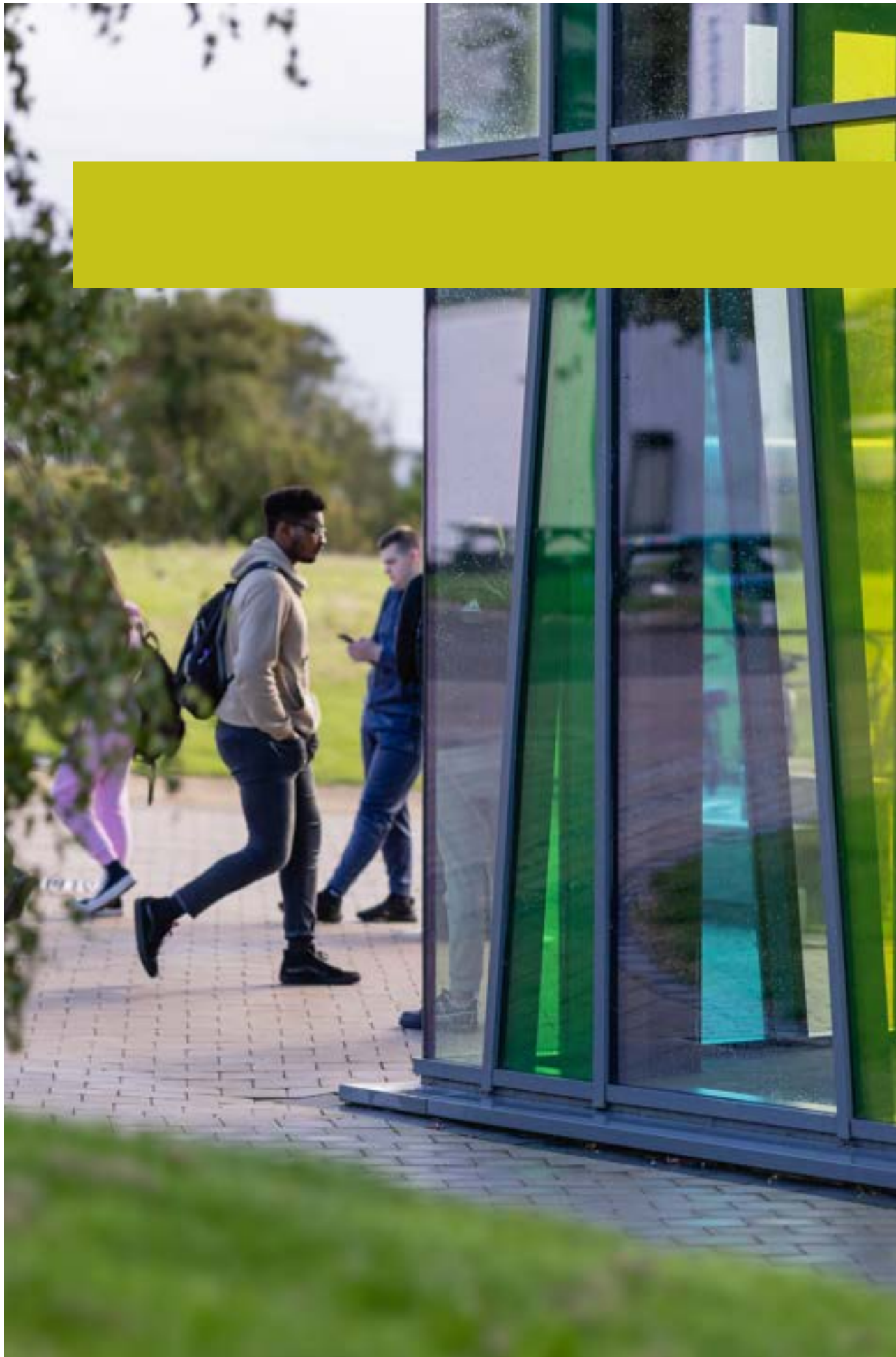
9 Institutional Quality Review

All Irish higher education institutions undergo regular external quality assurance reviews conducted by Quality and Qualifications Ireland (QQI). These evaluations are part of a cyclical process known as CINNTE—the Irish word for "Certain"—which focuses on quality assurance and enhancement. TU Dublin completed a critical self-evaluation in October 2021 as part of this process. In May 2022, QQI published the TU Dublin Institutional Review Report 2022. The Review Team, comprising national and international experts, commended the University for its significant progress since its establishment. The report also outlined a series of recommendations to guide the University's continued development and transformation. An Institutional Action Plan was submitted by TU Dublin to QQI in December 2022 and a CINNTE Review Follow-up Report was provided in December 2023.

The Institutional Action Plan aligns with ten strategic priorities outlined in the University's Strategic Plan:

» Implement the University's Equality, Diversity, and Inclusion (EDI) Strategy and its associated actions

» Undertake a comprehensive review and realignment of the academic programme portfolio to support student success, respond to skills demands, and ensure financial sustainability

» Deliver a new, integrated Student Registration Management System (SRMS)

» Develop and execute a Digital Transformation Plan aimed at enhancing student success

» Advance staff development initiatives aligned with strategic objectives

» Increase the number of research-active staff, secure additional research funding, and grow the postgraduate research student cohort

» Strengthen brand visibility and communication through the website and other channels

» Establish a university-wide engagement model and implement a coordinated plan to expand collaboration with academic, industry, and community partners

» Finalise the implementation of the University's organisational design, leveraging it as a foundation for transformation and future growth

» Re-engineer and optimise business processes for greater efficiency and ensure clear communication around these changes

The key achievements during 2024 include:

1. Completing the organisation design structure to support the continued transformation and growth of the University, and establishing new governance structures

2. Programme Portfolio Review: We undertook a structured approach to the review and enhancement of our programme portfolio, to address areas such as duplication of programmes, common entry, and access and progression

3. The Student-Voice: We reviewed decision-making processes throughout university functions to ensure that the student voice is an integral and valued part of decision-making process throughout the University In consultation with the Students Union, we developed 'Our Student Voice Support Resources'. We also implemented a new Student Feedback System that enables academic programme review boards to respond to student feedback in a timely manner.

4. We implemented a strategy for establishing, supporting, and sustaining University Communities of Practice to promote and disseminate best-practices.

5. We implemented our EDI strategy and component action plans, including (among others): Athena Swan; Ending Sexual Violence and Harassment; Race Equity; and Disability Support Service. The University's Executive Team approved Terms of Reference for an EDI Council in July 2024. This Council will oversee and make recommendations on TU Dublin's work on EDI, including delivery of EDI KPIs in the University's Strategic Plan.

Most of the 32 actions in the Institutional Action Plan are now complete or are nearing completion. Those that remain include the completion of a unified Student Record Management System (SRMS) – which is to be fully implemented in 2025, and the streamlining of operations and use of technology to support the partnerships office within the university. The development of the University's programme portfolio is ongoing. The outstanding issues are addressed in the *TU Dublin Annual Quality Report 2023-2024*.

10 Equality Statement

TU DUBLIN EQUALITY STATEMENT 2023-2028

Overall Commitment

The core values of Technological University Dublin (TU Dublin) are Excellence, Inclusion, Impact and Respect. Through living these values, TU Dublin is committed to promoting equality, diversity and inclusion, along with protecting and promoting the human rights of all in our University community. This Equality Statement is in line with the Technological Universities Act 2018, Section 19(1) to (6).

Access and Education

Technological University Dublin (TU Dublin) enables equity of access and participation in education to all, regardless of gender, civil status, family status, sexual orientation, religion, age, disability, race (including colour, nationality or ethnic or national origins), membership of the Traveller community, and socio-economic background. TU Dublin is committed to ensuring that the student body entering, participating, and completing its programmes at all levels reflects the diversity and social mix of the Dublin region, and Ireland's population. The admissions policy takes full account of the University's Strategic Intent of being the most accessible university in Ireland, with the largest number of diverse learners.

The University is especially aware of the challenges to participation in higher education faced by persons from backgrounds of economic or social disadvantage, persons who have diverse abilities, and persons coming from sections of society significantly under- represented in the student body. To this end, the University's admissions policy takes full account of the Higher Education Authority National Access Plan 2022-2028[11]. It supports the participation of students with the above profiles through pre-entry activities, alternative entry arrangements and post-entry supports. It also aims to provide an enhanced experience and positive educational outcomes for all students through the utilisation of approaches such as Universal Design and Universal Design for Learning in the provision of education and related services, supports and facilities.

11 Higher Education Authority (HEA), 2022. National Access Plan: A Strategic Action Plan for Equity of Access, Participation and Success in Higher Education 2022-2028, available at https://hea.ie/policy/access-policy/national-access-plan-2022-2028/

Equality

TU Dublin is committed to advancing equality, including gender equality, in all aspects of its work. The University policy on equal opportunities is guided by the body of employment law and the statutory obligation to 'have regard to the need to eliminate discrimination, promote equality of opportunity and treatment of its staff and the persons to whom it provides services, and protect the human rights of its members, staff, and the persons to whom it provides services[12]. The University promotes the highest standards of conduct among its staff. It is fully committed to implementing the employment target for persons with disabilities contained in the Government's Comprehensive Strategy for People with Disabilities (2015-2024)[13].

It is committed to promoting the attainment of gender balance and equality of opportunity among the students and staff of the University. This includes having regard to the objective laid down in the Act that at least 40 per cent of Governing Body members shall be women and at least 40 per cent shall be men[14]. In addition, as provided for in the Technological Universities Act 2018, the Governing Body shall have regard to the objective laid down in the Act that in respect of Academic Council, at least 40 per cent of members shall be women and at least 40 per cent shall be men[15].

Furthermore, the University aims to address gender imbalances amongst staff and the student body in academic disciplinary fields and functional areas where traditional patterns of male or female predominance can be found. The University adheres to and implements sector-wide best practice policies and frameworks, including the Athena SWAN Ireland Principles[16] and the recommendations of the Higher Education Authority Second National Review of Gender Equality in Higher Education Institutions.[17]

In addition, it is committed to having regard to the objective that in University decision making committees, at least 40 per cent of members shall be women and at least 40 per cent shall be men. It is also cognisant of the need to address intersectional dimensions that contribute to the compounding of inequalities such as ethnicity, diverse ability, gender and other identities, and social disadvantage. The University promotes an awareness and understanding of the four dimensions of discrimination – historical, structural, institutional, and individual – with a view to supporting an enhanced culture of equality, respect, and fairness, where the human rights of all are actively upheld.

University Strategic Plan

This Statement reinforces TU Dublin's Strategic Intent 2030, where equality, diversity and inclusion is a strategic objective in which the University 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 Strategic Plan to 2028 commits to implementing the full range of equality plans developed by the Department of Education and the Higher Education Authority (HEA), including the Framework for Consent in Higher Education Institutions, the HEA Ending Sexual Violence and Harassment in Higher Education Institutions Implementation Plan 2022-2024, the HEA Anti-Racism Principles for Higher Education Institutions, and the HEA Race Equality Implementation Plan 2022-2024.[18] It also has the objective to extend Athena Swan accreditation to 40% of Schools during this time. The University will review its performance in respect of these frameworks and plans, as appropriate, at regular intervals.

12 Irish Human Rights and Equality Commission Act 2014, Section 42 (a), available at https://www.irishstatutebook.ie/eli/2014/act/25/enacted/en/html

13 Government of Ireland, 2015. Comprehensive Strategy for People with Disabilities 2015-2024, available at https://nda.ie/monitoring/national-disability-strategies/comprehensive-employment-strategy-for-people-with-disabilities

14 Technological Universities Act 2018, Section 12(5)(b) and Schedule 1 Section 6(2)(b), available at https://www.irishstatutebook.ie/eli/2018/act/3/enacted/en/html

15 Technological Universities Act 2018, Section 16(3)(c), available at https://www.irishstatutebook.ie/eli/2018/act/3/enacted/en/html

16 AdvanceHE 2021, Athena SWAN Ireland Principles, available at https://www.advance-he.ac.uk/equality-charters/international-charters/athena-swan-ireland#principles

17 Higher Education Authority (HEA), 2022. HEA Second National Review of Gender Equality in Irish Higher Education Institutions, available at https://hea.ie/policy/gender/hea-national-review-of-gender-equality-in-irish-higher-education-institutions/

18 Department of Education, 2020. Framework for Consent in Higher Education Institutions: Safe, Respectful, Supportive and Positive – Ending Sexual Violence and Harassment in Higher Education Institutions, available at https://www.gov.ie/en/publication/678fee-framework-for-consent-in-higher-education-institutions-safe-respectf/ ; Higher Education Authority (HEA), 2022. HEA Ending Sexual Violence and Harassment in Higher Education Institutions Implementation Plan 2022-2024, available at https://hea.ie/assets/uploads/2021/04/HEA_ESVH_Implementation_Plan_FINAL.pdf; HEA, 2023. Anti-Racism Principles for Irish Higher Education Institutions, available at https://hea.ie/assets/uploads/2022/03/Anti-Racism-Principles-for-Irish-Higher-Education-Institutions.pdf; HEA, 2023. HEA Race Equality Implementation Plan 2022-2024, available at https://hea.ie/assets/uploads/2022/03/HEA-Race-Equality-Implementation-Plan-2022-2024.pdf .

11 Sustainability Statement

TU Dublin is committed to working with staff, students and other stakeholders to address the challenges of environmental sustainability. This commitment is expressed formally in the TU Dublin Sustainability Statement.

TU DUBLIN SUSTAINABILITY STATEMENT

Sustainability underpins Technological University Dublin's (TU Dublin) Strategic Intent 2030. Through its three pillars of People, Planet, and Partnerships, sustainability drives our vision, mission, and values. TU Dublin is committed to transforming higher education delivery and its operations through the lens of sustainability using a balanced approach that protects our planet for future generations. Our vision for sustainability is to become a model organisation, where an understanding of ethics as a form of practice develops a strong culture of responsibility. Through the actions of our 3,000+ staff and 28,000+ students, including 7,000+ graduates per year and 450+ partners, our sustainability values become explicit – evidenced by our purpose, passion, and capability to provide scale and reach within industry and society to address the urgent real-world challenges aligned to the UN Sustainable Development Goals 2030.

TU Dublin is committed to living our values by embedding sustainability into all University plans, strategies, policies and everyday operations. In addition, the University plays a key role to promote a just environmental, social and economic transition through the generation of new knowledge, increased understanding, and real-world action to achieve a climate neutral future. To focus efforts and resources, we have identified three focus goals from the seventeen UN Sustainable Development Goals 2030, where higher education in general and TU Dublin in particular can contribute greatest impact. Recognising each SDG's close interactions and dependencies with other goals, we build upon allied interdependencies through three supporting goals.

a) Quality Education and Equality

Focus Goal	Supporting Goal
UN SDG 4 Quality Education	**UN SDG 5 Gender Equality**
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	*Achieve gender equality and empower all women and girls.*

TU Dublin is committed to educating and empowering our students and staff to becoming globally responsible citizens who make a positive impact on our world. We will do this by embedding; 1) sustainability outcomes in our academic programmes, 2) sustainability impact metrics in our research, and 3) developing sustainability competencies in our staff, all of which are supported by university policies, programmes, and ways of working as 'One TU Dublin'.

Embedding sustainability requires actions from people across all areas of the University where a culture of inclusion is promoted, encouraging all citizens of society an equal opportunity to thrive. We are committed to developing this capability through a whole of institution approach for our diverse community of learners, educators, researchers, and administrators. To that end, the delivery of SDG 4: Quality Education will be developed to embed Equality, Diversity, and Inclusion (EDI) principles and deliver the TU Dublin EDI plans. University policies and practices continue to support delivery of international objectives under the SDGs through national policy and frameworks including *Education for Sustainable Development (ESD to 2030), National Skills Strategy 2025, Harnessing Digital, Impact 2030, DECC Research & Innovation Strategy to 2030*, and priorities within Horizon Europe's Strategic Plan, mindful also of opportunities for TU Dublin to accelerate sustainability impact in Ireland and the Dublin region.

b) *Climate Action & Technological Innovation*

Focus Goal	Supporting Goal
UN SDG 13 Climate Action	UN SDG 9 Industry Innovation & Infrastructure
Take urgent action to combat climate change and its impacts.	*Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.*

TU Dublin is committed to combating climate change and reducing negative environmental impacts and climate related risks through the reduction of our greenhouse gas emissions and through the development of resilient infrastructure. We pledge to actively measure, monitor, and plan for a reduced carbon footprint across all our campus operations and planned developments; our online environment, and through our travel practices. We pledge to provide leadership and prioritise resources to. fully decarbonise our activities by 2040 and become net zero by 2050. We will do this through a portfolio of activities including:

» optimising the use of existing infrastructures in our buildings and campuses

» practicing circular economy and sustainable procurement principles

» exploring sustainable and renewable energy sources

» reducing campus energy consumption, conserving water, reducing waste

» addressing biodiversity loss in our natural environment

» supporting sustainable and active travel modes to and from our campuses and reducing avoidable business travel

Working closely with academic leads, researchers, and professional services within the University, we will adhere to and align our activities with the European Green Deal, Ireland's Climate Action Plan and the Circular Economy Strategy. TU Dublin commits to developing innovative solutions through action research, and to tackle climate change through green technologies, green enterprise and social innovation. It will do this by convening our ecosystem of societal stakeholders through the TU Dublin Living Lab and by using our university physical and digital infrastructure to embed sustainability within our everyday learning and working environment. Using a human-centred approach to implement smart solutions, we will create data driven intelligence through the measurement, monitoring, and dynamic reporting to support us to achieve our climate targets. Through greater digital connectivity we will develop a knowledge eco-system of active contributions from our community of students, educators, researchers, and operations staff and engage with societal partners to inform the planning and adaptation measures required across our campus environments in response to urgent climate challenges through active responsible citizenship.

c) *Good Health, Well-being and Community*

Focus Goal	Supporting Goal
UN SDG 3 Good Health and Well-being	UN SDG 11 Sustainable Cities & Communities
Ensure healthy lives and promote well-being for all at all ages.	*Make cities and human settlements inclusive, safe, resilient and sustainable.*

TU Dublin is committed to protecting and enhancing the health and well-being of our University community and wider society by enabling people to achieve their full potential. The 2015 Okanagan Charter sets out the role and responsibility of Higher Education in the promotion of health in relation to the interdependency of human health and planetary wellness. As a signatory to Ireland's Higher Education Healthy Campus Charter, we commit to taking a 'whole campus approach to creating a learning environment and organisational culture' to ensure health and well-being within our community. TU Dublin commits to working across the University through an open, inclusive, and participatory network of people to inform the development and implementation of a Healthy TU Dublin Action Plan supported by the Good Neighbour approach. Working closely with TU Dublin researchers, we will develop policies and practices to enhance our campus environments, promoting physical activity, eliminating the use of tobacco, and connecting communities to foster an ethic of care and compassion to protect good mental health.

As a place of learning, research and work for more than 35,000 people, the University recognises the value of supporting health and well-being with the creation of our campuses to become Sustainable and Liveable Cities & Communities. In our environmental commitment to reduce scope 3 greenhouse gas emissions, TU Dublin will increase its engagement through Green Campus and Sustainability Action Lab education and research initiatives supporting campus community stakeholders to develop and deliver local sustainable solutions. We will work together with campuses users and policymakers to ensure our campuses are accessible and fully inclusive for all and to make journeys that are sustainable, healthy and equitable. Through the National Transport Authority's Smarter Travel for Campuses Programme, TU Dublin will encourage and support our people to make sustainable and active travel journeys to, from and between campuses.

12 Governance

12.1 Governing Body

Legislative Background

The Technological Universities Act 2018 underpins the establishment of technological universities and was signed into law on 19 March 2018. The HEA Act 2022 ("the HEA Act"), which was commenced on 10 November 2022, amended a number of provisions of the Technological Universities Act 2018.

Technological University Dublin (the University) was established by Ministerial Order under Section 36 of the TU Act, (Number 3 of 2018), and Statutory Instrument, (Number 437 of 2018), on the appointed day of 1 January 2019. Under the Technological Universities Act 2018, as amended ("the TU Act") the University is required to have a Governing Body to perform the functions of the University under the Act. The Governing Body is, therefore, the authority established by law to govern the University. The role and duties of the Governing Body are set out under Section 11, of the TU Act.

Governing Body must operate in accordance with Schedule 1 of the TU Act. The HEA Act amended Section 12 of the TU Act to provide that the Governing Body would consist of 19 members comprising the Chairperson, the President, nine external members, five internal members and three Student Union representatives. Members of the Governing Body perform key roles in relation to the direction, strategy, and corporate governance of the University. Members take collective responsibility for the long-term sustainability of the University, working with the Chair of the Governing Body, the President and the University Executive Team to ensure that the University is managed and developed in line with legal and policy parameters and accepted standards of best practice.

Governing Body Membership

The term of office of a member of the Governing Body, (with exception of the President) shall not exceed four years and such a member may not serve more than two consecutive terms of office. There were a number of changes to Governing Body Membership during the year 1 January to 31 December 2024 as indicated on page X.

Governing Body Committees

To assist in carrying out its functions in 2024, the following Standing Committees met: the Audit and Risk Committee (ARC), the Finance and Property Committee (FPC), the Equality, Diversity and Inclusion Committee (EDIC) and the Select Committee. The President is an ex-officio member of the FPC and EDIC.

A further two temporary Committees were established during 2024, being the S64/Ardú Committee, to assist and advise Governing Body in relation to the performance of its duties under Section 64 of the HEA Act; and the President Selection Committee to recruit the new President following the retirement of Professor FitzPatrick during the year.

Compliance with the Code of Practice for the Governance of State Bodies

A robust system of governance is vital to enable the University to operate effectively and for Governing Body to discharge its responsibilities as regards transparency and accountability. The Governing Body has adopted the Code of Practice for the Governance of State Bodies 2016 ("the Code").

The Governing Body is responsible for approving the annual report and financial statements and opining on whether it considers the financial statements to be a true and fair view of the University's financial performance and its financial position at the end of the year. The Governing Body is responsible for ensuring that timely and accurate disclosure is made to the Minister on all material matters regarding the University including the business context, financial performance, position and governance of the University.

The following compliance items from the Code are of particular importance:

i. The Chair of Governing Body and President of the University signed an Oversight Agreement with the HEA setting out the broad governance and accountability framework and key responsibilities which form the basis of the relationship between the HEA and the University; this is underpinned by the relevant legislation, Government circulars (where applicable), the Code of Practice for the Governance of State Bodies, 2016 as encapsulated by statutes, charters, articles and instruments of governance, particularly those which establish the HEA and the University.

ii. The Governing Body approved the annual programmes and budgets of the University including an analysis of performance against budget.

iii. An internal review of the effectiveness of the Governing Body is completed annually; during 2024 this took the form of a governance review that was submitted to the HEA in May 2024, as part of the Section 64 Review. An external evaluation is performed at least once every four years.

iv. The Governing Body meets sufficiently regularly to discharge its duties effectively and has a schedule of matters specifically reserved to it for decision. Governing Body met on 14 occasions during the year 1 January to 31 December 2024. This included seven regular and seven special meetings convened as part of the Section 64 process.

v. During the year 1 January to 31 December 2024 the Audit and Risk Committee met seven times.

vi. The University publishes its annual report and financial statements within one month following completion of the audit of the financial statements by the Comptroller and Auditor General.

vii. Through the Audit and Risk Committee, Governing Body assesses the University's principal risks, including a description of these risks, where appropriate and associated mitigation measures.

viii. The University continues to adhere to all relevant aspects of the Public Spending Code.

Governing Body Membership 2024 (1 January 2024–31 December 2024)

	GOVERNING BODY MEMBER	CATEGORY	APPOINTMENT DATE
1a	David FitzPatrick[19]	President	1 January 2019
1b	John Doran	Interim President	28 March 2024
2	Michael Carr	Staff Member	15 January 2019
3	Charles Larkin (Chair)	External Member	1 July 2019
4	Aileen O'Toole	External Member	1 July 2019
5	Pamela Kelly	Staff Member	1 July 2019
6	Norah Burns	External Member	23 June 2021
7	Catherine Clune Mulvaney	External Member	23 June 2021
8	Conor O'Donovan	External Member	23 June 2021
9	Eamon Maher	Staff Member	1 July 2021
10	Brian Jordan[20]	Student Union	1 July 2022
10b	Shauna O'Toole	Student Union	1 July 2024
11	Louise Kavanagh[21]	Student Union	1 July 2022
11b	Princewill Aguele	Student Union	28 August 2024
12	Nekesa Khisa[22]	Student Union	1 July 2023
12b	Avice Meya	Student Union	21 February 2024
13	Mary Cooke	External Member	13 September 2023
14	Michael Gately	External Member	13 September 2023
15	William Johnston	External Member	13 September 2023
16	Eoin O'Shea	External Member	13 September 2023
17	Sally Anne Sherry	External Member	13 September 2023
18	Bob Ó Mhurcú	Staff Member	29 November 2023
19	Leslie Shoemaker	Staff Member	29 November 2023

19 David FitzPatrick retired on 31 May 2024.
20 Student Union representative Brian Jordan term ended 30 June 2024
21 Student Union representative Louise Kavanagh term ended 30 June 2024
22 Student Union representative Nekesa Khisa resigned 3 January 2024

12.2 Academic Council

The function of Academic Council is to control the academic affairs of the technological university, including the curriculum of, and instruction and education provided by the University, having regard to the resources available. The majority of membership of Academic Council comprise academic staff plus some professional service staff members and student members. Membership for 2024 is provided below.

Academic Council Membership 2024 (1 January 2024-31 December 2024)

Name	Role
David Fitzpatrick *	University President (Chair)
John Doran *	University President (Interim) (Chair)
Mary Meaney	Ex-Officio member (Registrar)
Dominic Dillane	Academic
Kevin Bryne	Academic
Chris Hills	Academic
Clare Eriksson	Academic
Gemma Kinsella	Academic
Mary Lennon	Academic
Anna Cruickshank	Academic
Wil Peters	Academic
Chris Ó'Rálaigh	Academic
Con Kennedy	Academic
Ann Curran	Academic
Pilar Molina	Academic
Nikolaos Valantasis Kanellos	Academic
Amanda Dixon	Academic
Ruth Casey	Academic
Helen O'Brien Gately	Academic
Joe Condon	Academic
Michael Collins	Academic
Gary Clynch	Academic
Tania Malik	Academic
Aidan Kenny	Academic
Tim McNulty	Academic
Tony Grennan	Academic
Zeinab Bei	Academic
Mark McGrath	Academic
Adrienne Fleming	Academic
Claire Wynne	Academic
Catriona Barrett	Academic
Jennifer Manning *	Academic
Amit Jaiswal	Academic
Bob O'Mhurcú	Professional Management & Support Services
Rachel O'Connor	Professional Management & Support Services
Allison Kavanagh	Professional Management & Support Services
Orla McDonagh	Ex-Officio Member
Eoin Langan	Ex-Officio Member
Pramod Pathak	Ex-Officio Member
James Curtin *	Ex-Officio Member
Thomas Stone	Ex-Officio Member
Brendan Jennings	Ex-Officio Member
Brian Bowe	Ex-Officio Member
Jennifer Farrell	Ex-Officio Member

Mairead Murphy	Ex-Officio Member
Shauna O'Toole	Student Representative
Avice Meya	Student Representative
Princewell Aguele	Student Representative
Peter McCann	Student Representative
Sheran Bahadir	Student Representative
Jessica Gallagher	Student Representative
Liam Cosgrove *	Student Representative
Brian Jordan *	Student Representative

* Membership was not for the duration of the full year

12.3 Financial Statements

TU Dublin's Financial Statements for the year 2022/23 reported an operating deficit of €8.4 million. Excluding non-cash items, such as depreciation and amortisation of deferred capital grants, the operating deficit was €2.8 million. Work is underway to finalise the Financial Statements for 2023/24, but a deficit is also anticipated.

During 2024, the University drafted a Financial Recovery Plan to restore the institution's finances to a sustainable footing. The Plan was accepted by the Higher Education Authority and is now being implemented.

The full financial statements are available on the TU Dublin website.

12.4 Public Sector Duty - Official Languages Act

The main aim of the Official Languages Act 2003 is to ensure better availability and a higher standard of public services through Irish. TU Dublin as a public sector body has obligations in that regard. In 2024, TU Dublin addressed one complaint brought to the University's attention by Oifig an Choimisinéara Teanga (OCT) regarding non-compliance with Official Languages Act obligations on signage.

In April 2025, TU Dublin will submit its annual advertising report for January-December 2023 through the portal developed by OCT.

TU Dublin has actively supported the enhancement of Irish language skills among staff and students by offering Irish language courses at various levels facilitated by the University's Irish Language Officer. In 2024, approximately 180 partook in Irish language classes.

12.5 Public Sector Duty - Equality and Human Rights

TU Dublin as a Public Sector organisation has particular obligations and responsibilities, to prevent discrimination and ensure that everyone's human rights are respected. The Irish Human Rights and Equality Commission Act 2014 outlines how public sector organisations must eliminate discrimination, promote equality of opportunity and treatment of its staff and the persons to whom

it provides services, and protect the human rights of its members, staff and the persons to whom it provides services, while the Employment Equality Acts 1998–2015 outlaws discrimination on nine different grounds, including gender, disability, race and ethnicity and family status. TU Dublin is also guided by the Equal Status Acts 2000-2018, the Technological Universities Act 2018 and the Higher Education Act 2022.

Access and Education

This was outlined previously in section 10, Equality, Diversity & Inclusion - Statement & Public Sector Duty.

The University promotes an awareness and understanding of the four dimensions of discrimination – historical, structural, institutional, and individual – with a view to supporting an enhanced culture of equality, respect, and fairness, where the human rights of all are actively upheld.

University Strategic Intent

In 2024, the University continued to work on its goals outlined in the Strategic Intent 2030, where equality, diversity and inclusion is a strategic objective in which the University will be recognised as an exemplar in equality, diversity, and inclusion (EDI) and 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 Strategic Plan 2024-2028 commits to implementing the full range of equality plans developed by the Department of Education and the Higher Education Authority (HEA), including the Framework for Consent in Higher Education Institutions, the HEA Ending Sexual Violence and Harassment in Higher Education Institutions Implementation Plan 2022-2024, the HEA Anti-Racism Principles for Higher Education Institutions, and the HEA Race Equality Implementation Plan 2022-202410. These objectives were further embedded into the University's work through the creation on Key Performance Indicators, so that progress and success can be measured and monitored.

12.6 Public Sector Duty – Climate Action

The National Climate Action Plan requires public sector bodies to report annual information on the key areas outlined in Table 9. Further detailed information is available in the latest TU Dublin Climate Action Roadmap

Table 8 : TU Dublin National Mandate Reporting

Reporting Area	Climate Action Roadmap
GHG emissions	Page 13, Section 1.2b - Our Targets
Implementation of the Mandate	Pages 11-17, Section 1.2b - Overview of Delivery
Sustainability Activities	Pages 14-15, Section 1.2b.iii - Our Way of Working, Sustainable Activities Report
Compliance with Circular 1/2020: Procedures for offsetting the emissions associated with Air Travel	Page 16, Section 1.2b.iii - Our Way of Working, Emissions Associated with Air Travel
Report on Paper Use baseline, reduction target, actions to reduce target and progress	Page 69, Section 4.8- Paper
Plans and Project Pipeline to 2030	Pages 46-47, Section 3.1g - Proposed Actions to Achieve Energy Related Carbon Targets Pages 60- 62, Section 3.2f - Proposed Actions to Achieve Energy Efficiency Target

where learning meets the real world