

TU Dublin Annual Report

2019



**T
DUBLIN**
OLLSCOIL TEICNEOLAÍOCHTA
BHAILE ÁTHA CLIATH
TECHNOLOGICAL
UNIVERSITY DUBLIN



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As the inaugural President of Technological University Dublin (TU Dublin) it is my pleasure to submit this annual report which provides an overview of Ireland's first Technological University in 2019, the year of its establishment.

The creation of a new University is a major investment on the part of the State. In the case of TU Dublin, it also represents a significant change in the higher education landscape in Ireland. While Technological Universities are a well recognised feature of education systems across Europe, in North America and in Australasia, the designation of three former Institutes of Technology to form the first TU in Ireland is an exciting departure and one that I have been privileged to lead.

Although we are building on the extensive experience and track record of the founder institutions, TU Dublin is very much more than the sum of those parts and is most definitely more than a change of name over the door.

During our first year, we have embarked on extensive consultation and collaboration with colleagues and a wide range of other stakeholders to help us develop an ambitious programme of work through which this University can make a significant contribution, regionally and nationally, to society and the economy. This has resulted in the development of our Strategic Plan to 2030, with measurable targets to be achieved during each year of that decade.

To ensure that we can achieve our goals, we also embarked on a major Organisation Design project which is ongoing. The outcome of the project will be a university-wide structure that will not only bring together our systems and programmes, but will also harness the strengths of our colleagues across the University, underpinned by equality, diversity and inclusion. The establishment year has been an exciting beginning for TU Dublin and has built momentum for the years ahead.

David FitzPatrick

PRESIDENT

EXECUTIVE

SUMMARY

Technological University Dublin, or **TU Dublin** was legally established on **01 January 2019**. In creating Ireland's first technological university the founding institutions; Dublin Institute of Technology (DIT), Institute of Technology Blanchardstown (ITB), and Institute of Technology Tallaght (ITT) were legally dissolved and all assets, rights, obligations and staff were transferred to Technological University Dublin in accordance with the Act.

Building on the distinguished past of the founding institutions, TU Dublin is constituted as a modern, vibrant university that provides differentiated technological education in Dublin and is deeply embedded in the economic, civic, social, creative and cultural life of the city region. Offering pathways from apprenticeship to PhD level, TU Dublin's aim is to provide the highest quality practice-based and research-informed university education for new generations of learners preparing them for future work and life.

At day 1, 2019, a number of items were put in place in order for the new University to commence operations. These included:- the initial TU Dublin Governing Body; appointment of the first President of the University; an interim Academic Council; and a number of key policies. A foundation period for the University followed throughout 2019 and a further range of items were put in place, including:- the Code of Governance for TU Dublin; charitable status confirmed by the Charities Regulatory Authority; elections for the establishment of the new TU Dublin Academic Council; an interim management structure and the appointment of the University Registrar and Chief Operations Officer. Consultation, development and adoption of the University's first Strategic Plan to 2030 was completed along with the adoption of the TU Dublin Equality Statement and a



set of major policies. In addition, work on the development of the new organisational structure for the University was initiated.

In 2019, TU Dublin was the largest provider of third level education in Ireland with over **29,000** students enrolled in a wide range of disciplines. The University provided opportunities across all NQF levels and for a diverse student base, with a large cohort of part-time learners representing almost one fifth of part-time students nationally.

A key date in the calendar of the new University saw the first TU Dublin graduates conferred at a ceremony in St. Patrick's Cathedral on 20 February 2019. In its first year, TU Dublin celebrated the conferring of **8,232** graduates with qualifications ranging from Level 6 to Level 10.

Research and Enterprise are areas of particular focus for TU Dublin. In 2019 developments in multi-disciplinary research groups and the support for doctoral students were advanced. In addition, success was achieved in securing research investment,



including from: Science Foundation Ireland, Enterprise Ireland, and the European Commission. With an established record of multifaceted engagement with a range of enterprise stakeholders, TU Dublin continued to build key relationships. This included the establishment of strategic partnerships with (a) **Intel**, for an extensive programme of collaboration in future talent development, research and engagement; and with (b) **ESB**, providing a framework of strategic collaboration that includes three key areas - Research and Development, Talent Promotion and Diversity and Inclusion. 2019 was also a very successful year for TU Dublin in terms of knowledge transfer and entrepreneurial activity, with the DRIC Consortium (of which TU Dublin is the principal partner) once again noted as a leader in knowledge transfer metrics in the Irish education environment.

The development and adoption of the University's first Strategic Plan took place in 2019. Through an extensive process of engagement with stakeholders, an ambitious roadmap has been set out for the University for the next decade. In alignment with the UN Sustainable Development Goals (SDGs) the **TU Dublin Strategic Intent 2030** centres on the three pillars of People, Planet and Partnership with a vision to 'Create a Better World Together'.

During the year the TU Dublin Equality Statement was adopted. The University is actively building on its legacy Athena SWAN

Bronze Award, with a view to application for a new Bronze award by end of 2021. It has also focussed on the new Senior Academic Leadership Initiative, for which the University has successfully secured two funded professorships, i.e. the Full Professor of Public Trust in Media, Arts and Technology and the Full Professor of Inclusive Computer Science Education.

Infrastructural development continued apace in 2019. On the Grangegorman Campus the East and Central Quads (52,000 m²) are on schedule to be delivered in 2020. For the Blanchardstown and Tallaght campuses, new PPP facilities (4,000m² and 5,200m² respectively) have been approved and are being progressed, with construction teams expected to be confirmed in 2020. In 2019, the University also sold two of its city centre properties in Kevin Street and Sackville Place, for a combined price of over €145M which provides part-funding for the Grangegorman campus development.

In its first year of operation TU Dublin had a strong focus on building brand awareness for the new University and a series of initiatives was undertaken to develop recognition of the TU Dublin name amongst key audiences. This effort will continue. In addition alumni engagement and the development of the **European University of Technology, EUt+**, (under the European Universities Initiative) are important elements of the University's future work.

1. ESTABLISHMENT OF TECHNOLOGICAL UNIVERSITY DUBLIN

1.1. CREATION OF TECHNOLOGICAL UNIVERSITY DUBLIN

1.1.1. A NEW UNIVERSITY FOR A NEW IRELAND

Ireland's first technological university came into being on **01 January 2019**, with the transformation of Dublin Institute of Technology (DIT), Institute of Technology Blanchardstown (ITB), and Institute of Technology Tallaght (ITT) to create the Technological University Dublin, or **TU Dublin**.

For many decades DIT, ITB and ITT were a very significant part of the growth of Irish higher education, making a substantial contribution from level 6 programmes right up to PhD level¹. In coming together with designation under the Technological Universities Act 2018², the goal was to combine their strengths to create a technological university that could deliver a broad range of higher education provision across a breadth of disciplines for the Greater Dublin region and beyond. The stated ambition was to:

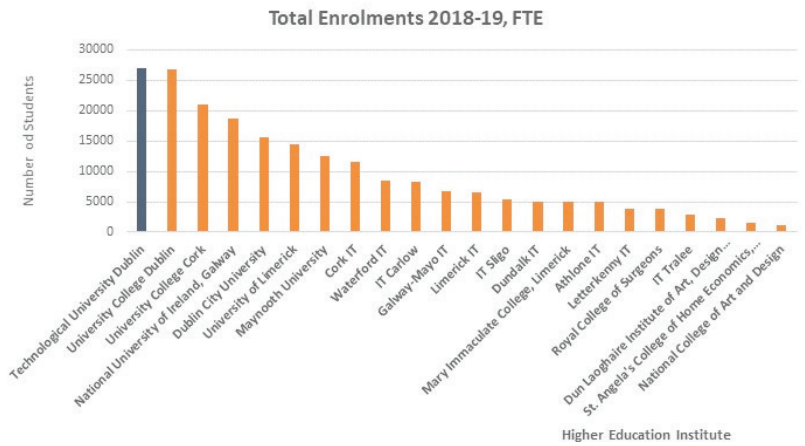
- develop Ireland's leading practice-based and research-informed university, offering offers pathways from apprenticeship to PhD level
- provide an environment of academic excellence for staff and career-focused students
- ensure that all graduates of the technological university develop attributes that prepare them for life and for fulfilling careers in a rapidly changing knowledge economy.
- be a modern, vibrant university that provides differentiated technological education in Dublin, deeply embedded in the economic, civic, social, creative and cultural life of the city region

Building on the collective experiences, capabilities, passion and resources of the founding institutions, the aim was to provide student-centred learning environments on three fully serviced physical campuses which would be complemented by the development of a strong digital delivery of services and programmes. There was also a commitment to continue to be a key provider of apprentice education across NFQ levels, supporting ladders of opportunity for a new generation of students. An exciting landmark in Irish Higher Education, the consortium was fully committed to building this new type of university that can serve future generations of Dublin and Ireland and was legally established on 01 January 2019.

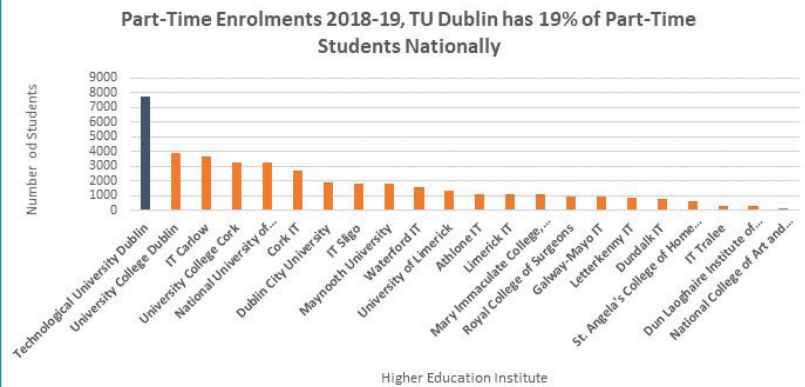


On the 1st day of TU Dublin - Minister for Higher Education, Mary Mitchell O'Connor T.D. and new TU Dublin President, Professor David FitzPatrick pictured with a model of the Central Quad, Grangegorman campus. The Central and East Quads are due for completion in 2020.

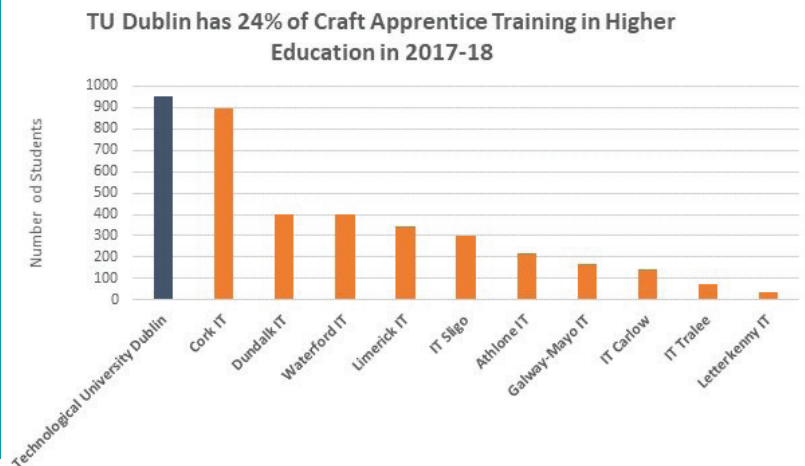
From its establishment TU Dublin has been the largest provider of third level education in Ireland³. Our ambitious 29,000+ students, from apprenticeship through to PhD, learn in a practice-based environment; our impact-focused research aims to benefit communities, society and the economy; and innovation and enterprise are at the heart of everything we do.



TU Dublin is also by far the most important presence in Ireland's **part-time** third level education, providing 19% of national enrolments.



Apprenticeship and Skills programmes are a key means by which HEIs meet the ongoing need for a focus on workplace learning. TU Dublin offers 13 of the 27 existing statutory 'designated trades' which are colloquially referred to as 'craft' apprenticeships, and in half of these TU Dublin is the sole national provider of such programmes, which are critical to the success of companies in a variety of sectors. TU Dublin is unique in the Higher Education system in Ireland in that we currently provide 25% of the craft apprentice training at phase 4 and phase 6 for craft apprenticeships. In 2019, there 1,091 craft apprentice students registered with TU Dublin.



Government policy is to expand the apprentice education model into new areas⁴, for example ICT⁵, and in line with this TU Dublin has expanded its programme portfolio by offering new apprenticeships in areas such as Logistics Associate, Quality Technician and Industrial Electronics, and also learn and work type programmes in Process Instrumentation and Automation, Computing and Quantity Surveying.

2019, the University enrolled more than 1/3 of full-time undergraduate students through non-standard routes. In respect of students from socio-economic disadvantage backgrounds (SED), relative to other HEIs in the Dublin region TU Dublin enrolls the largest percentage as a total of all undergraduate students and enrolls the largest absolute number of SED students.

TU Dublin continues the tradition of supporting access and diversity. In

Further details on student enrolments are available in **Appendix 2**.

³ From HEA data, hea.ie/statistics/data-for-download-and-visualisations/data-for-download
 - FTE student number for 2018/19, with apprentice enrolments numbers, included in total, based upon 2017/18 data
⁴ Action Plan to expand Apprenticeship and Traineeship in Ireland 2016-2020, Dept of Education and Skills
⁵ Technology Skills 2022 Ireland's Third ICT Skills Action Plan, Department of Education and Skills

1.1.2. SYSTEMS, PROCESSES AND POLICIES PUT IN PLACE ON DAY 1

To allow the University to operate from its legal establishment date on 1 January 2019, a range of items were put in place, some of a corporate/legal nature and others of a practical, operational nature. They included:-

- Establishment of the initial TU Dublin Governing Body
- Appointment of the first President of the University
- Appointment of the University's Legal Secretary
- Establishment of the Audit and Risk Committee of Governing Body
- Approval for an interim Academic Council
- Agreed approach to financial arrangements across the newly formed university, including procurement statements, banking arrangements, insurance, etc.
- Approval for the Overarching Statement on Student Policies
- Approval for the Parent Health & Safety Statement

- Regulations were also made relating to the conduct of elections, seeking of nominations for appointment and appointment of members of the governing body as required by section 12(5)(a) of the 2018 Act.

1.1.3. SYSTEMS, PROCESSES AND POLICIES PUT IN PLACE IN THE FOUNDATION PERIOD

To allow the University to operate within the Foundation period, i.e. until a full new organisation structure was adopted, a range of items were put in place in 2019, including:-

- The Code of Governance for TU Dublin
- Confirmation of TU Dublin's charitable status by the Charities Regulatory Authority
- Risk Management Policy and Corporate Risk Register
- Development and establishment of the new TU Dublin Academic Council
- Adoption of an interim management structure
- Appointment of the University Registrar and the Chief Operations Officer
- Development and adoption of the University's first Strategic Plan
- Approval of the TU Dublin Equality Statement⁶ - see Appendix 1
- Approval of the TU Dublin Sustainability Statement⁷
- HR and Finance policies
- ICT policies
- Adoption of a common approach to statutory reporting from across the three campuses
- Establishment of University groups, including:- the Academic Review Group; Capital Plan Working Group; Enrolment Taskforce; Finance Working Group; HR Working Group; Registrars Working Group; Research Working Group; Institutional Data Working Group; International Working Group; IT Working Group.

1.2. GOVERNING BODY

Context

Technological University Dublin (TU Dublin) was established by Ministerial Order under Section 36 of the Technological Universities Act 2018, (Number 3 of 2018), and Statutory Instrument, (Number 437 of 2018), on the appointed day of 1st January 2019. Under the 2018 Act the University is required to have a Governing Body to perform the functions of the University. The Governing Body is, therefore, the authority established by law to govern the University. The functions of the Governing Body are set out under Section 9, Functions of Technological University, TU Act 2018. To assist the Governing Body in carrying out its functions, Governing Body has established a number of Governing Body Sub-Committees to assist it in performing specific aspects of its functions.

The Governing Body must operate in accordance with Schedule 1, of the 2018 Act. The Act states that the total membership of the Governing Body shall be not fewer than 14 and not more than 22 members, of which at least 3 but not more than 8 are external members to be nominated by a Committee of the Governing Body formed for that purpose. During the Foundation period, the University advertised, seeking expressions of interest from individuals with specified skills, to fill the 8 external member

roles, and received an overwhelming response. 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 executive management team to ensure that the University is managed and developed in line with legal and policy parameters and accepted standards of best practice.

Membership

TU Dublin Governing Body was established with effect from the appointed day 1st January 2019. The members of the current Governing Body, (with the exception of the President and student members), have been appointed for a term of two years from their respective appointment dates. During the period 1st January to 31st December 2019 a number of members were appointed to and retired from the Governing Body on dates highlighted below. At its meeting of 17th July 2019, a vote of thanks, on behalf of the Governing Body, was noted to the then former Chair, Professor Tom Collins, who had recently retired from this position, for his significant contribution and commitment in his role in the establishment of TU Dublin and his work as the first Chair of its Governing Body.

TU DUBLIN GOVERNING BODY MEMBERSHIP

	GOVERNING BODY MEMBER	CATEGORY	APPOINTMENT DATE
1	Collins Tom (Chair) ⁷	External Member	1st January 2019
2	Fisher Caitriona	External Member	
3	FitzPatrick David	President	
4	Lavelle Paddy	External Member	
5	Reynolds Imelda (Chair) ⁸	External Member	
6	Blanckensee Deirdre ⁹	Staff Member	15th January 2019
7	Carr Michael	Staff Member	
8	Keating Amy	Student Member	
9	Barnes James	Staff Member	
10	Bistany Valerie	External Member	
11	Bowler Paddy	External Member	1st July 2019
12	Carroll Evelyn	External Member	
13	Finan Éilish	External Member	
14	Grant Jerry	External Member	
15	Kelly Pamela	Staff Member	
16	Larkin Charles	External Member	
17	Marjoram Martin	Staff Member	
18	McCarthy Justin	External Member	
19	O'Shaughnessy Susan	Staff Member	
20	O'Toole Aileen	External Member	
21	Yimbog Pierre	Student Member	
22	Quigley Joy	Student Member	11th December 2019

During the period 1st January to 31st December 2019, TU Dublin Governing Body established the following sub-committees. The President is an *ex-officio* member of each committee excluding the Audit and Risk Committee.

⁷ Tom Collins retired from Governing Body on 30th June 2019, having been Chair from 1st January 2019

⁸ Imelda Reynolds was appointed Chair from 17th July 2019, having been Deputy Chair from 6th February 2019

⁹ Deirdre Blanckensee completed her term of office on 30th June 2019

TU DUBLIN GOVERNING BODY SUB-COMMITTEES

AUDIT AND RISK COMMITTEE (ARC)		
	Name	Category
1.	Paddy Bowler (<i>Chair</i>)	Governing Body Member
2.	Gerard Fallon	Independent Member
3.	Dorit McCann	Independent Member
4.	Kieran Mulcahy	Independent Member
5.	Mirenda O'Donovan	Independent Member
6.	Aileen O'Toole	Governing Body Member

EQUALITY, DIVERSITY AND INCLUSION COMMITTEE (EDIC)		
	Name	Category
1.	James Barnes	Governing Body Member
2.	Valerie Bistany	Governing Body Member
3.	Noelle Burke	Independent Member
4.	Evelyn Carroll	Governing Body Member
5.	Gerald Craddock	Independent Member
6.	Talita Holzer	Independent Member
7.	Justin McCarthy (<i>Chair</i>)	Governing Body Member
8.	Susan O'Shaughnessy	Governing Body Member
9.	Pierre Yimbog	Governing Body Member

FINANCE AND PROPERTY COMMITTEE (FPC)		
	Name	Category
1.	Michael Carr	Governing Body Member
2.	Eilish Finan (<i>Chair</i>)	Governing Body Member
3.	Margaret Fleming	Independent Member
4.	Jerry Grant	Governing Body Member
5.	Amy Keatinge	Governing Body Member
6.	Charles Larkin	Governing Body Member

NOMINATIONS AND PROCESS COMMITTEE (NPC)		
	Name	Category
1.	Caitriona Fisher	Governing Body Member
2.	Pamela Kelly	Governing Body Member
3.	Paddy Lavelle	Governing Body Member
4.	Martin Marjoram	Governing Body Member
5.	Imelda Reynolds (<i>Chair</i>)	Governing Body Member

1.3. THE PRESIDENT, SENIOR EXECUTIVE TEAM & TU DUBLIN STAFF

1.3.1. THE APPOINTMENT OF THE PRESIDENT

On the 1st of January 2019, Professor David FitzPatrick was appointed the inaugural President for TU Dublin following its designation as a Technological University.

Professor FitzPatrick has excellent academic credentials, considerable experience at executive level, a significant international profile and extensive industry experience, having managed the product development and research of orthopaedic devices.

Immediately prior to assuming his role as President of TU Dublin, Professor FitzPatrick was Principal of the College of Engineering & Architecture and Dean of Engineering at UCD, with responsibility for the strategic planning, personnel management and budgetary performance of the faculty. Since 2014 he had also served as a member of the UCD's executive team.

Prof. David FitzPatrick holds a bachelors degree in Engineering from Trinity College Dublin, and a doctorate in biomechanics from the University of Oxford. After receiving his doctorate, Prof. FitzPatrick worked in the orthopaedic industry, initially with Howmedica International Ltd. in Limerick, followed by a career with DePuy International in Leeds. His work with DePuy International included managing product development, strategy and research programmes for knee, upper limb, trauma and spinal product lines.

In 1998, Prof. FitzPatrick returned to Ireland to UCD's Department of Mechanical Engineering and was promoted to Senior Lecturer in 2005, Associate Professor in 2010 and full Professor in 2012. He served as Head of the School of Electrical, Electronic and Mechanical Engineering from September 2005 to August 2011, followed by a period as Vice Principal for Internationalisation & Development in the College of Engineering and Architecture. Following his appointment as Provost of the Beijing-Dublin International College in 2012, he led the development of Ireland's largest dual-degree programme initiative in China and continued in that role on becoming Principal of UCD's College of Engineering & Architecture, and a member of UCD's University Management Team, in 2014.

1.3.2. THE APPOINTMENT OF THE UNIVERSITY REGISTRAR & THE CHIEF OPERATIONS OFFICER

On 1st November 2019, the new roles of University Registrar and Chief Operations Officer were taken up.



Dr. Mary Meaney was appointed to the position of Registrar & Deputy President. Dr. Meaney, working through the appropriate structures, holds specific management responsibility for core academic functions including those of Academic Registry, Quality Assurance, Student recruitment, Admissions, Student support services, Academic programme delivery and Library services.

Mr. Denis Murphy was appointed to the position of Chief Operations Officer. Working through the appropriate structures, Mr. Murphy holds specific management responsibility for the key professional and corporate service functions of the University, including - Governance, Legal, Risk Register, Data Protection, Health & Safety, Internal Audit, Strategic Planning, Finance, Procurement, Human Resources, Estates, Sports & Recreation and University Development.

1.3.3. TU DUBLIN STAFF

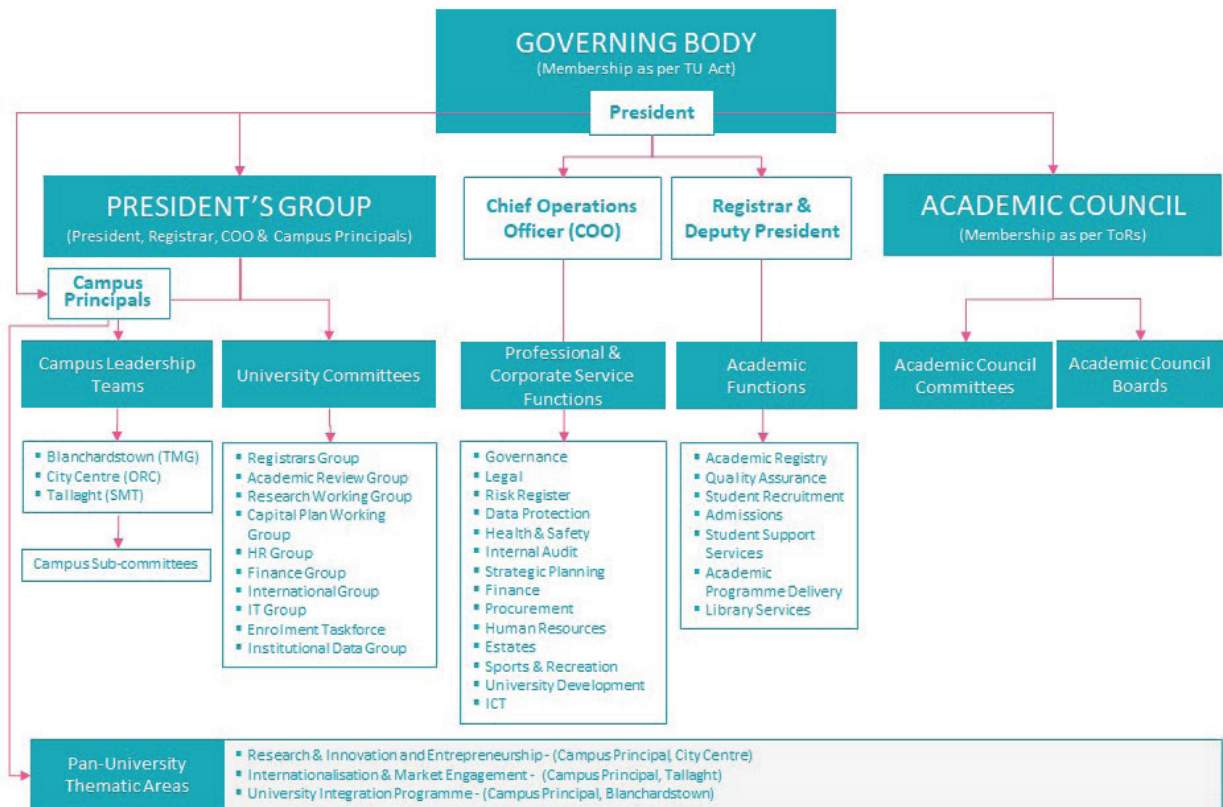
On 1st January 2019, as per the Technological Universities Act, all staff transferred from their original institute (DIT, ITB or ITT) and became employees of TU Dublin. In 2019, there were almost 3,700 individual staff members in the University. The total numbers (full-time equivalent) for the Academic & Research and the Professional services, Management & Support categories are available in the follow table

Staff by Category (FTE)	31 Dec 2018	31 Dec 2019
Academic & Research	1,475	1,536
Professional Services, Management & Support	1,041	1,064
Total	2,516	2,599

1.4. ORGANISATION STRUCTURE

1.4.1 THE INTERIM MANAGEMENT STRUCTURE

During the Foundation period for the University an interim management structure has operated. This is reflected in the chart below.



1.4.2. DEVELOPMENT OF THE NEW ORGANISATION STRUCTURE

A tender to appoint an external company to assist the University in the process for developing its new organisational design structures was initiated in 2019 and following a detailed procurement process, consultancy firm **Crowe**, working with **PA Consulting**, were assigned to support the University in its 'Organisation Design Strategy and Implementation Project'. The Project will enable us to develop an organisational design that identifies the

capabilities required to support TU Dublin in achieving the goals and commitments set out in our Strategic Intent 2030 document. The key outputs from the project will include:

- Structures and processes
- Detailed professional service designs and supporting capability requirements
- Detailed academic design and supporting capability requirements
- Detailed research and enterprise design and supporting capability requirements

1.5. ACADEMIC COUNCIL

Under the Technological Universities Act 2018, it is a legal requirement for the University to establish an Academic Council. The parameters with regard to the composition of the Academic Council of a technological university are outlined under Section 16 and its functions are set out under Section 17 of the 2018 Act. The Academic Council is the statutory body charged with establishing and maintaining the academic standards and enhancing the quality of the student experience of the University.

Initially a TU Dublin Foundation Academic Council was established in January 2019 and was in operation until replaced by the new TU Dublin Academic Council. Prior to the establishment of TU Dublin and in order to fulfil the requirement in the relevant statutory guidelines, the three predecessor institutions, as part of the agreed transformation process, established six Academic Boards (AB) to act as the operational/legacy committees of the TU Dublin Academic Council. Each AB reporting directly to the Academic Council had the delegated authority to manage quality assurance in accordance with the existing QA frameworks of the three predecessor institutions. The Academic Boards included:

- Arts and Tourism AB
- Blanchardstown Campus AB
- Business AB
- Engineering & Built Environment AB
- Sciences and Health AB
- Tallaght Campus AB

Under the above interim arrangements, the six boards maintained their existing committee structures. In the case of City campus, existing Academic and Quality Assurance committees, including Academic Quality Assurance Committee continued to operate as has the Graduate Research School, which already had representation from all three institutions prior to the establishment of TU Dublin.

As the development of the Quality Framework for TU Dublin progresses, each campus has continued to apply the quality assurance procedures for each of the predecessor institutions (as detailed in the Annual Institutional Quality Report submitted to Quality & Qualifications Ireland (QQI), as part of its obligations under the 2012 Act¹).

A Joint Graduate Research School (GRS) was established prior to the formal establishment of the TU Dublin to oversee research degree programmes across the three partner institutions. From a quality assurance and quality enhancement perspective, the work of the GRS has focused on unifying approaches to quality oversight of research activity. The Graduate Research Board constitutes cross-campus representation.

Below is the membership of the new TU Dublin Academic Council as at 11th December 2019.

ACADEMIC COUNCIL MEMBERSHIP		CATEGORY
1	FitzPatrick David (Chair)	President
2	Mary Meaney	Registrar
3	Bennett Lee	Student
4	Brennan Bairbre	Academic
5	Cafolla Antonio	Academic
6	Carroll Ken	Academic
7	Darby Fionnuala	Academic
8	Dillane Dominic	Academic
9	English Ray	Academic
10	Ennis Patricia	Academic
11	Farrell Jennifer	Professional Management and Support Services
12	Farrelly Gerard	Academic
13	Feeney Sharon	Academic
14	Gleeson Bridget	Professional Management and Support Services
15	Gorman Rebecca	Student
16	Gormley Brian	Professional Management and Support Services
17	Grennan Tony	Academic
18	Harvey Assumpta	Academic
19	Healy Sylvia	Academic
20	Heffernan Elizabeth	Professional Management and Support Services

ACADEMIC COUNCIL MEMBERSHIP		CATEGORY
21	Keogh Hayley	Student
22	Siobhan Killian	Academic
23	Maguire Maeve P	Academic
24	McGrath Fabian	Academic
25	McGrath Mark	Academic
26	McKiernan, Tara	Academic
27	Moran Fintan	Academic
28	Mulvey Tom	Academic
29	Murphy Brian A	Academic
30	Murray Brian	Academic
31	Norton Sue	Academic
32	O'Connor Noel	Professional Management and Support Services
33	O'Reilly Isobel	Academic
34	Owende Philip	Professional Management and Support Services
35	Quigley Joy	Student
36	Rooney Tara	Academic
37	Simpson Robert	Academic
38	Sogaolu Daniel	Student
39	Walsh Maureen	Academic
40	Yimbog Pierre	Student

¹ Qualifications and Quality Assurance Act 2012 - <http://www.irishstatutebook.ie/eli/2012/act/28/enacted/en/html>

1.6. UNIVERSITY SYSTEMS

1.6.1. QA PROCESSES & PROCEDURES

Development of the TU Dublin Quality Framework - In the transition period from TU Dublin establishment to full integration, three independent quality assurance frameworks have continued to apply within the campuses of the former independent entities. However, to meet its statutory obligations as a unitary entity and to further enhance excellence in the education provision and experience, TU Dublin is developing a new unitary quality framework. The underpinning principles are to build upon current successful practices within the 3 campuses to ensure:

- That all QA-QE processes are aligned with the mission and values of TU Dublin
- Separation of roles and responsibilities in strategy formulations, development of implementation plans and related approval processes
- Protection of the integrity of academic processes and standards
- Protection of research integrity
- That any inherent risks are identified and realistic options for their mitigation formulated
- That outcomes of both internal and external review and evaluations are considered and where necessary, quality is enhanced
- Deployment of adequate staffing to the management of QA and QE processes

1.6.2. COMMON UNIVERSITY SYSTEMS & PROCESSES

Since establishment of the University, the three independent Student Record, Human Resource and Finance systems of the founding partners have operated. The alignment of processes within agreed policy frameworks is ongoing. In collaboration with EduCampus Services work has commenced on developing new unitary systems for each of the functional areas within the University.

1.7. LEGAL MATTERS

In accordance with the Technological Universities Act 2018 and Statutory Instrument No. 437 of 2018 the establishment of Technological University Dublin (TU Dublin) was effective from January 1st 2019. The three founding Institutions were Dublin Institute of Technology, Institute of Technology Tallaght and Institute of Technology Blanchardstown. The 2018 Act also provided for the dissolution of these three Institutions. All assets, rights, obligations and staff were transferred to Technological University Dublin in accordance with the Act. TU Dublin was required under the Act to prepare final accounts which give a true and fair view of the state of affairs of the three Institutes at 31 December 2018 and of their income and expenditure for the period 1 September 2017 to 31 December 2018. These accounts were being prepared during 2019.



TU DUBLIN GOVERNING BODY

Please note

- Dr. Caitríona Fisher not pictured.
- Mr. Gerry Fallon, pictured, is a member of the Audit and Risk Committee



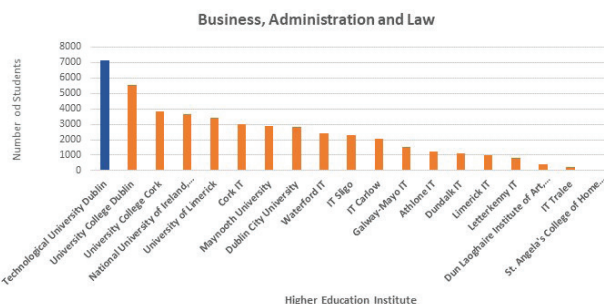
2. DELIVERING THE TU DUBLIN MISSION

2.1. TEACHING & LEARNING

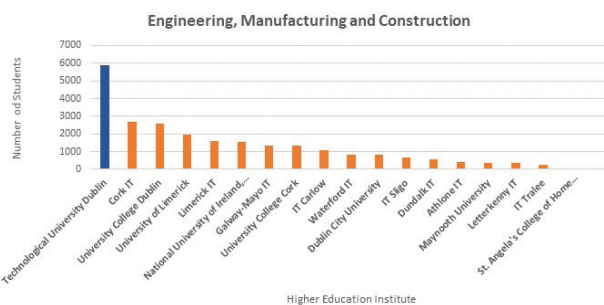
2.1.1. STUDENT ENROLMENTS

The charts below provide an overview of the national impact of TU Dublin's programme provision, for both full-time and part-time education, broken down by ISCED broad field of study¹². TU Dublin are the national leader in programme provision in: Business, Administration and Law; Engineering Manufacturing and Construction; Natural Science, Mathematics and Statistics; Information and Communication Technologies; Services; and in Craft Apprentice Training.

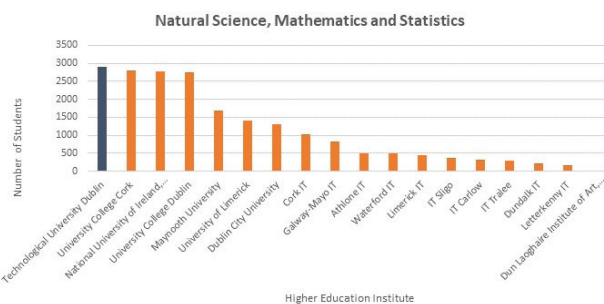
In Business, Administration and Law, TU Dublin has **16% of national enrolments**, including **14% of full-time** and **20% of part-time students**.



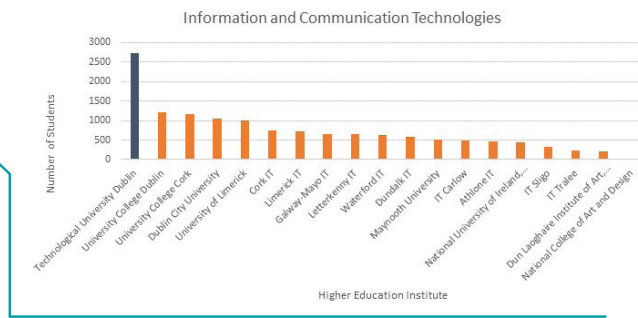
In Engineering Manufacturing and Construction, TU Dublin has **24% of national enrolments**, including **21% of full-time** and **36% of part-time students**.



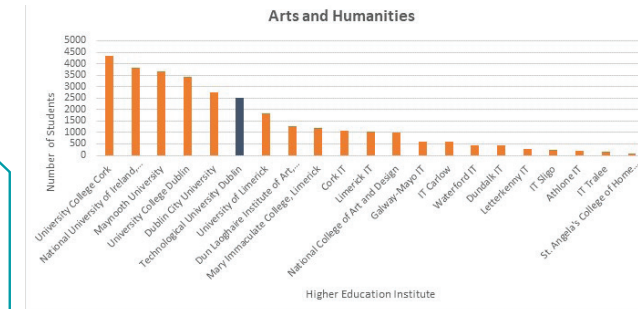
In Natural Science, Mathematics and Statistics, TU Dublin has **14% of national enrolments**, including **9% of full-time** and **58% of part-time students**.



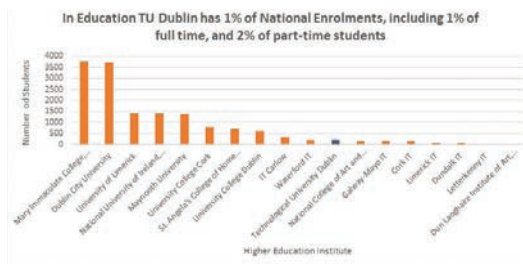
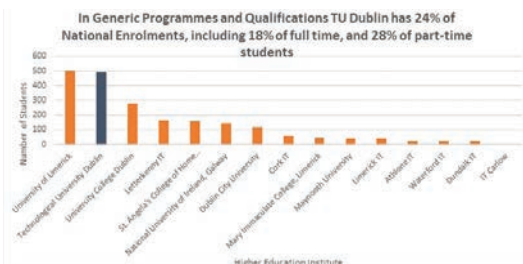
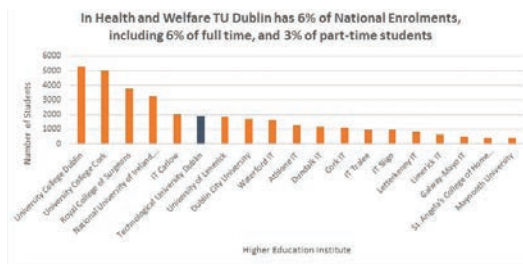
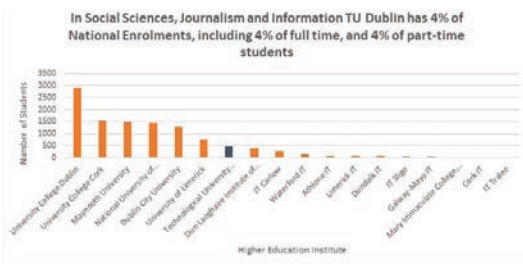
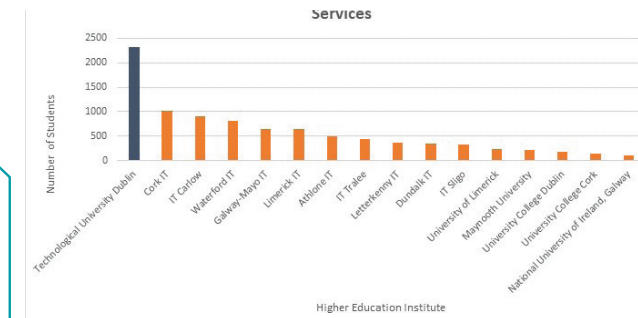
In Information and Communication Technologies, TU Dublin has **20% of national enrolments**, including **16% of full-time** and **35% of part-time** students.



In Arts and Humanities TU Dublin has **8% of national enrolments**, including **8% of full-time** and **8% of part-time** students.



In Services TU Dublin has **25% of national enrolments**, including **27% of full-time** and **19% of part-time** students.



2.1.2 QUALITY – MEETING OBLIGATIONS UNDER THE QUALIFICATIONS AND QUALITY ASSURANCE ACT 2012

TU Dublin, as part of its obligations under the Act, submitted its Annual Institutional Quality Report (AIQR) to QQI for the 2019 period. The University is in preparation for its inaugural Cinnte review. The CINNTE cycle of reviews is intended to provide an

opportunity for each institution to take stock of the quality of its provision of education, training and research, the fulfilment of its mission and the effectiveness of its ongoing monitoring and review activities, to ensure they are fit for purpose. This gives assurance to learners that their experience is being monitored for good practice, and assurances to the public that the institution is offering a valuable service.

2.1.3 ACADEMIC PROVISION

Development of a coherent CAO Handbook

With the designation of TU Dublin on January 1, 2019, there was an imperative to initiate development of a clear and coherent approach to programme provision across the University that will build upon the heritage and strengths of the three transforming institutions, while optimising opportunities for growth, innovation and development as a European technological university. Currently, academic programmes spanning NFQ Level 6 to Level 10 (including apprenticeships) and encompassing offerings in part-time and industry specific modules form a core activity of the University. The quality of the education that TU Dublin provides and will continue to provide in the future will become a benchmark for higher education institutions in Ireland and abroad.

For 2019 intake, there were approximately 183 CAO entry programmes offer by TU Dublin, as per breakdown by campus and NFQ Levels in the table below:

Campus	Courses by NFQ Level			Total
	Level 6	Level 7	Level 8	
Blanchardstown	3	18	18	39
City	9	24	65	98
Tallaght	6	18	22	46
Total	18 (10%)	60 (33%)	105 (57%)	183

The three separate listings of academic programme delivered in full-time mode in the predecessor institutions were combined in April 2019 to meet requirements for the CAO handbook related to the September 2020 student intake. The TU Dublin Academic Council prioritised the need and urgency for a more coherently presentation of programmes for the CAO. Coupled with the noted issue of presentation, issues of programme duplication, nomenclature and delivery formats that also differ across campuses in the case of some programmes were noted as requiring urgent attention.

Therefore, the objective was to put in place a process to develop and publish a coherent CAO handbook for TU Dublin for the 2021 student intake, and to be confirmed to the CAO by March 2020. While recognising that the requisite programme transformation on which this is based will likely

require several years to implement; the objective of this work was to provide a roadmap for academic programme changes to allow a coherent transformation to occur in programme provision while visible in the CAO handbook over the next two and a half years (September 2021 completion).

2.1.4 GRADUATIONS

The first graduates of Technological University Dublin were conferred at a ceremony in St. Patrick's Cathedral on 20 February 2019. Representing a wide range of disciplines, they also included students who had begun their studies in DIT, IT Tallaght and IT Blanchardstown but who were now graduating from TU Dublin. In his address to the assembly the President, Professor FitzPatrick recalled Arnold Graves, the founder of technical education in Ireland. He said:

"In establishing the first Technical School in Dublin in 1887, Albert Graves said that "Dublin is ripe for technical education". From that beginning, over 130 years later in 2019, we can say that not only Dublin, but the wider region and, indeed, the world, is ripe for the graduates of TU Dublin."

On that date the University also conferred an Honorary Doctorate on Dr Colin Hunt, Chair of the Higher Education Strategy Group which in 2012 published the **National Strategy for Higher Education to 2030**, known as the **Hunt Report** – a strategy which has since been adopted by successive governments. Referencing the success of Technological Universities internationally as institutions that operate at the highest academic level, the Hunt Report first proposed the establishment of Technological Universities in Ireland,

Throughout the series of graduation ceremonies in 2019, a total of **8,232** graduates were conferred with qualifications ranging from Level 6 to Level 10. In addition, almost 1,100 Apprentices completed their respective training phases in TU Dublin during the year. At every ceremony, graduates are encouraged to remain in contact with the University and with each other through the Graduate Network, and to participate in its events in Ireland and around the world.

2.2 RESEARCH & ENTERPRISE

2.2.2 RESEARCH OVERVIEW

Research is an area of critical importance for TU Dublin. Prior to, and following designation, it has been building on the success of its founding partners in research and innovation.

Research Strategy Development

A Research Working Group was established on a university-wide basis in 2019 to formulate an interim strategy encompassing activities related to research, research students, enterprise, innovation and commercialisation and to contribute to achieving the National Strategy for Higher Education to 2030 and Innovation 2020 vision of Ireland as a Global Innovation leader. This has adopted a set of principles and actions mapped to the

Strategic Plan to achieve targets for (i) research and innovation outputs; (ii) for external research funding both in value and diversity of sources; (iii) growth in the research student profile; and (iv) increased engagement with key enterprise and business stakeholders to grow directly funded research and development. Areas of strategic development have included development of the physical research infrastructure at TU Dublin, harmonised research management and support processes as well as a review the scope and form of research clusters to ensure they include activities across all campuses.

Today, **cross-disciplinary research** is a key feature of the University. The following chart shows the various groups in operation for the main research areas.

**Environment,
Energy and
Health**

**New Materials
and Devices**

**Information,
Communication
and Media
Technologies**

**Society, Culture
and Enterprise**

Research Institutes



CASH

focas



SFI Centres



Centres for Doctoral Training



ADVANCE CRT



Technological Gateways



MICRA

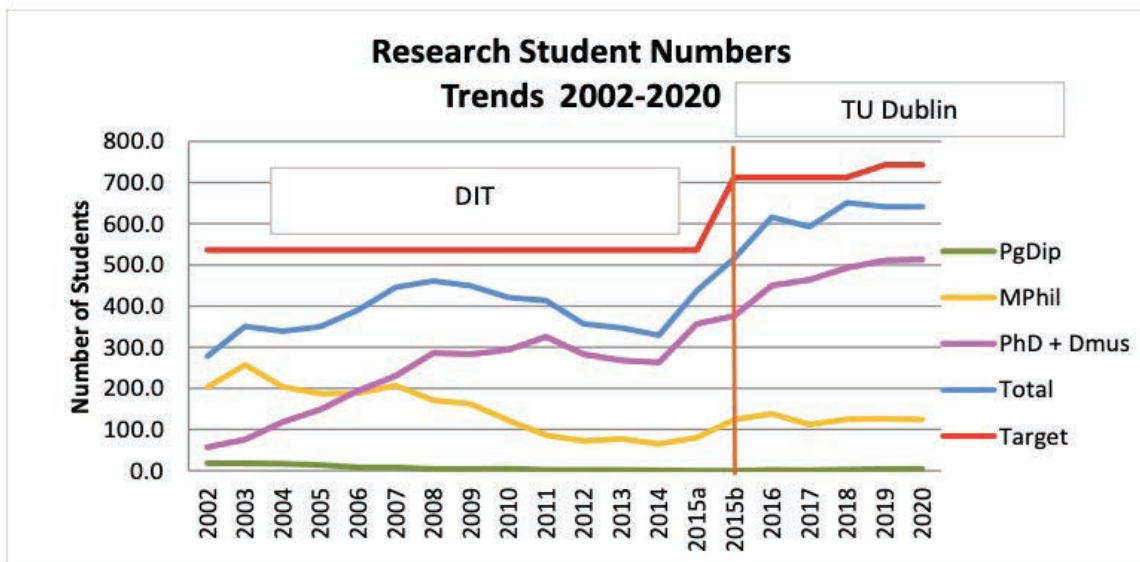


ACTIVITIES IN 2019



PhD Programmes are a core element of the University's research agenda. They are designed around a maximum of 4-year full-time research period, the core of which is original research. The programmes have built-in transversal skills training intended to enhance employability.

Research Student numbers have been growing for many years, with the 2019 number standing at over 650.



In recognition of the need to grow research student enrolment from 4% to 7% within ten years of designation as set out in legislation (Technological Universities Act 2018), a plan was developed to boost doctoral research at TU Dublin. Support measures included a TU Dublin Scholarship programme for a limited number of funded research studentships, incentives to building industry partnerships and industry-based research. This was balanced by focused initiatives to support applications for competitive funding for postgraduate research activity with a particular emphasis on national programmes such as the Government of Ireland

Postgraduate Scholarships, the SFI Centres for Research Training (CRT) for doctoral training in ICT as well as European programmes including Marie Skłodowska Curie Actions. In 2019, TU Dublin was successful in three applications: SFI Centre for Research Training in Digitally-Enhanced Reality (D-REAL) co-ordinated by Trinity College Dublin; the SFI Centre for Research Training in Machine Learning (ML-LABS) co-ordinated by University College Dublin; and the SFI Centre for Research Training in Advanced Networks for Sustainable Societies (ADVANCE) co-ordinated by University College Cork.

Research Awards Activity 2019

TU Dublin won in excess of €15m in competitive research funding in 2019 as detailed in the table below:

RAP-Map	Number of Awards	Total Award Value (€000s)	Max. Award Value (€000s)	Min. Award Value (€000s)	Mean Award Value (€000s)	Median Award Size (€000s)
DoAgFM	3	€446	€175	€131	€149	€139
EPA	5	€758	€294	€2	€152	€146
EU Commission	12	€2,045	€545	€39	€170	€124
Enterprise Ireland	36	€2,483	€445	€5	€69	€15
HEA	5	€902	€467	€10	€180	€15
HRB	2	€371	€369	€2	€186	€186
IRC	10	€671	€118	€2	€67	€91
Industry	10	€658	€300	€10	€66	€18
Other	2	€27	€23	€4	€13	€13
Other Government	6	€330	€120	€3	€55	€72
SFI	26	€3,583	€536	€22	€138	€112
TU Dublin	16	€1,031	€90	€5	€64	€72

Funding from Science Foundation Ireland constituted the single largest source of external awards (€3.5m) followed by Enterprise Ireland (€2.5m) and European Commission funding (€2m). Other important national sources of funding for research include the Department of Agriculture, Food and the Marine, the Environmental Protection Agency, the Irish Research Council and the Health Research Board. Direct funding from industry for research amounted to €658k in 2019.

Significant awards over €250k each in 2019 included: SFI funding for ADVANCE, Professor Max Ammann (€476k); Enterprise Ireland funding for E-Bambi, Professor Brendan Duffy (€445k); Health Research Board funding for Prostate (€369k); Enterprise Ireland funding for the CENTS project, Dr Rene Peeren (€364k); and European Commission funding for DRIVE-0, Dr Pat Daly and Dr Maria Chiara Levi (€330k).



2.2.3 ENTERPRISE ENGAGEMENT AND KNOWLEDGE TRANSFER

ENTERPRISE ENGAGEMENT

Enterprise engagement is at the core of Technological University Dublin philosophy. As Ireland's first Technological University, TU Dublin is fully committed to proactively developing and managing its relationships with business and the community in a mutually beneficial manner. Through this approach, TU Dublin is positioned to significantly contribute to the creation, development and growth of enterprises both locally and nationally and to be an important contributor to the economic and social development of the Dublin region and Ireland as a whole.

With an established record of multifaceted engagement with a variety of stakeholders including multinationals, SMEs, indigenous organisations, agencies, professions and representative groups, the University is committed to optimising its existing and new engagement opportunities. TU Dublin adopts a proactive, strategic and relationship-driven approach to the development and management of mutually beneficial enterprise relationships.

During 2019, TU Dublin two examples of this strategic approach to developing partnerships included the following:

Intel Ireland

In early 2019, TU Dublin and Intel Ireland announced a five-year strategic partnership as part of a far-reaching programme of collaboration in future talent development, research and engagement. The multi-year partnership focuses on a number of elements including the opening of the Intel Auditorium – a 250-seater lecture theatre located in the Central Quad in the TU Dublin flagship campus at Grangegorman.

The partnership was celebrated in February 2019 at an event showcasing innovation and creativity, demonstrated by the work of students across all campuses and from disciplines from engineering, computing and product design to music, culinary and fine art. The relationship also includes the support of research activity in the areas of STEM education and virtual reality, talent development initiatives such as the development of a CPD

programme in cleanroom technologies and the announcement of the Intel Awards Programme which provides scholarships to TU Dublin students in the disciplines of mechanical engineering, design, computing, multimedia, and electrical and electronic Engineering. In addition, the Intel 'Women in Technology' Scholarship was awarded to a female TU Dublin student ambassador who worked to encourage younger women to pursue a career in Science and Technology.

Consolidating the partnership, the Intel Thought Leadership Lecture will take place in February of each year of the agreement.

ESB

During the summer of 2019, ESB signed a Memorandum of Understanding with TU Dublin to establish a framework of strategic collaboration that includes three key areas - Research and Development, Talent Promotion and Diversity and Inclusion. Together, ESB and TU Dublin are exploring the development and operation of Electric Vehicle Fast Charging infrastructure across Ireland, real-time wind generation, and energy market modelling and battery storage. To support this, ESB are funding a research postdoctoral student to examine the area of market forecasting for renewable integration.

Both partners are also exploring talent development activities, including the development of new academic programmes in power plant technology and an examination of professional roles and employability of future engineers. In addition, potential co-operative initiatives aimed at encouraging diversity and inclusion in STEM education and the workplace are being examined which will build on existing collaborations such as TU Dublin's ESTEeM¹³ - a mentoring programme for young women studying STEM subjects.

Knowledge Transfer

The Dublin Region Innovation Consortium (DRIC) is an alliance of academic Institutes in the Dublin region with a common purpose “to stimulate economic development in the Dublin Region by commercialising research from across the Institutes”. Led by TU Dublin, the consortium also includes the Institute of Art, Design and Technology (IADT); the National College of Ireland (NCI) and the Dublin Institute for Advanced Studies (DIAS). DRIC’s vision is to maximise the societal impact and economic return on investment in research at its partner institutes by supporting client companies and start-ups to develop novel and differentiated products and services based on DRIC research. Through DRIC, TU Dublin is

committed to the development of new products, services and companies and delivering real impact through investment in the region, the creation of high value jobs and the delivery of enduring economic and societal impact. Supported by Enterprise Ireland and Knowledge Transfer Ireland, DRIC has been in existence for several years and has consistently been a leader in knowledge transfer metrics in the Irish education environment. The comparative performance of DRIC for 2019 is provided in the following table.

Incubation & Entrepreneurial Activities -

2019 comparative performance of the Irish consortia, per €10M research expenditure

Consortium ¹⁴	Research Expenditure*	Licences, Options & Agreements	Spin- outs	Research Agreements <€25K	Research Agreements €25K -€500K	Invention Disclosures	Patents Filed	Consultancy
DRIC	€18M	9.4	2.2	20.6	5.0	17.2	6.1	25.6
DCU-led	€39M	7.4	0.3	14.6	8.2	9.2	2.6	0.3
Ignite West	€77M	2.3	0.1	7.4	5.2	8.2	1.6	10.0
MU - led	€46M	3.9	0.4	82.2	8.7	5.7	2.2	48.0
TCD - led	€124M	2.3	0.5	4.3	6.6	6.0	1.7	1.5
UCD - led	€92M	2.7	0.5	3.5	3.2	8.8	2.6	4.6
BRIDGE Network	€159M	4.3	0.4	9.2	4.7	7.8	2.0	9.4
UL - led	€37M	1.6	0.5	12.4	9.2	7.0	3.0	2.4

* The Research Expenditure figures are for 2018

TU Dublin hosts three business incubators¹⁵, one on each campus of the University - the Greenway Hub on the Grangegorman Campus; the LINC on the Blanchardstown campus and the Synergy Centre on the Tallaght Campus. It also hosts an off-campus incubation facility for scale-up companies, Synergy Global, based in City West, Dublin 24. The suite of supports delivered through these facilities ranges from mentorship, on-site expertise, pre-accelerator programmes and funded programmes through to physical space, onsite technical facilities and access to knowledge and key business networks. In 2019, TU supported over 100 companies across the four incubation centres, employing approximately 400 people.

Key highlights in 2019 included:-

- Innovation Award winner, Kastus Technologies, raising €1.5m in investment led by the Atlantic Bridge University Fund.
- TU Dublin startup Coroflo received €2m in funding from the European Innovation Council Accelerator programme.
- MedModus closed a €1m funding-raising round which came through Davy’s EIS Fund and Enterprise Ireland.
- AutoEntry had a multimillion euro exit to Sage.

- Underpinning the successes of many of our client and alumni companies is the residency of the Enterprise Irelands National Entrepreneur Development Programme, New Frontiers, on all three campuses of the University. In 2019, c200 entrepreneurs engaged at a point of the three stage programme. The programme supports emerging entrepreneurs through the evolution from concept through to investor readiness, contributing significant qualified deal-flow into the Irish investment ecosystem. The companies supported through the programme also contribute towards the generation of wealth and employment in the regions served by the University.
- The development of entrepreneurial endeavours amongst our student body at TU Dublin were also supported through the Synergy Student Enterprise Awards, dedicated programmes such as i-Cubed and the Enterprise Garage and the 2019 launch of the International Innovation Summer School.

¹⁴ The Consortia members are as follows:- DCU-led (DCU & DKIT); Ignite West (NUIG, GMTI, ITS, LYIT); MU-led (MU, AIT, ITC, WIT); TCD-led (TCD, RCSI); UCD-led (UCD, NCAD); Bridge Network (UCC, CIT, Teagasc, ITT); UL-led (UL, LIT)

¹⁵ <https://tudublin.ie/research/innovation-and-enterprise/knowledge-exchange-and-start-up-support/>

2.3 STRATEGIC DEVELOPMENT PLAN

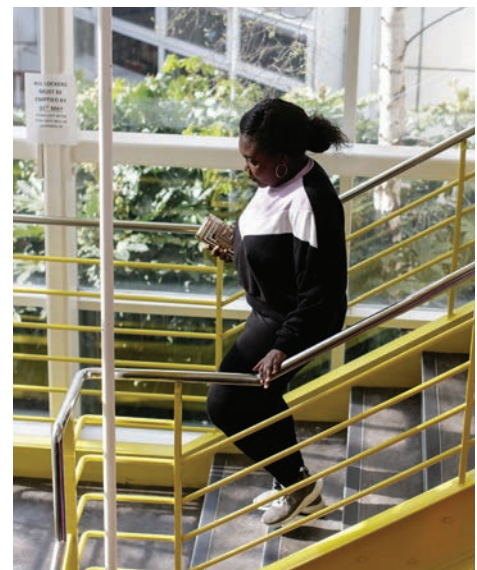
TU Dublin's first strategic plan was developed and adopted by Governing Body in 2019, following detailed consultations with key stakeholders of the University. Details of the Strategic Plan [HERE](#)

TU Dublin Strategic Intent 2030 Realising Infinite Possibilities

Building on a distinguished past, the TU Dublin **MISSION** is the pursuit of:

- **Excellence** in student-centred learning supporting the growth of enterprising and socially responsible citizens with a global perspective
- **Practice-led**, impact-focused research and deep discipline engagement that excites our students and staff, and benefits our communities, society and the economy
- **Co-creation** of teaching, learning and research through dynamic collaboration and open engagement between our students, the University and our partners from industry, the professions, and civic society

Our core **VALUES** are:- **excellence, impact** and **inclusion**



People

Fostering Individual Talents in an Ever Changing World

Planet

A Powerhouse for Living & Breathing Sustainability

Partnership

Delivering Shared Impact

Whilst initial efforts focused on the formation and establishment of the Ireland's first technological university, the development of the TU Dublin Strategic Intent 2030, launched in January 2020, has provided an opportunity to set out a future path and an exciting journey for TU Dublin for the next decade. Coming into existence in an era of dynamic change with discussion and debate about jobs of the future and skills required for tomorrow sharply in focus, TU Dublin is confident to be part of these seismic changes and seeks to enhance its education model so as to better prepare learners for what the future holds. It seeks to maximise human wellbeing, supporting individuals' relationships to life, to the planet, and to work, whilst promoting a diverse, safe, healthy and just world.

In developing our strategy, we embarked upon a comprehensive process of engagement with over 2,500 stakeholders to hear the views and insights; and debate the challenges and opportunities facing higher education. Viewed through the lens of the UN Sustainable Development Goals (SDGs) with 'Education' as the engine, a clear shape emerged for our strategy around the three interrelated themes of **People, Planet** and **Partnership**¹⁴.

Our ambitious vision is to **Create a Better World Together**. We will foster a solution-oriented capability amongst our people, encouraging them to find rapid resolutions to the global challenges that we face. Through our seamless network of learning and discovery we will support technological and innovative advances that will help society to thrive. Our model of education will evolve and change, providing many new pathways for people, encouraging excellence and celebrating the achievements of all the people in the Technological University family.



The **TU Dublin Strategic Intent 2030¹⁷** helps lay the foundations for TU Dublin's innovations of tomorrow.

Key Objectives for TU Dublin:-

- The development of a **dynamic new model of education** that transforms the learning opportunities and experience for a very diverse student body; produces the most sought-after graduates; and promotes multiple pathways so that TU Dublin is recognised as one of the most 'accessible' universities in Ireland. Through the model, TU Dublin intends to nurture bright minds, creativity and ambition, embracing universal design appropriate for a hugely varied user base, many of whom will be operating in challenging circumstances. In an increasingly complex higher education landscape deep understanding of the learners' needs, expectations and capabilities are key along with the knowledge, ability and agility to adopt new approaches; new pedagogies; and new technologies that enhance teaching and learning.
- To support this paradigm, along with investment in technology enabled systems, the design and investment of over 200,000m² of **new campus development** is prioritised in the TU Dublin strategy. Already the University is seeing the roll-out of state-of-the-art facilities in the city campus and this building programme will continue at **Grangegorman** through the period of the strategic plan. Investment in two other major capital projects for teaching and learning infrastructure will take place on the Blanchardstown and Tallaght campuses, delivering a truly cutting-edge learning environment for TU Dublin students.
- TU Dublin recognises the central role of its people and seeks to **champion a passion to excel**. In so doing it will continue to develop its body of high calibre staff that are actively engaged in the University's shared purpose. They will be supported by a comprehensive staff development & engagement programme.
- TU Dublin is also ambitious to **create a place of imagination & inspiration** – It intends to be an exemplar in equality, diversity and inclusion (EDI) where people are proud to be part of a connected community and where talents, aptitude

and agility will create real impact on the global stage.

- Sustainable development is now recognised as the key to our future and so TU Dublin is committed to **creating responsible global citizens** - A new generation of TU Dublin graduates will lead the sustainability agenda with passion and purpose. All programmes will have sustainability as a learning outcome and every learner will have the opportunity to engage in practice-based research that can have far-reaching positive impact on our fragile world.
- Building on its reputation for engagement with industry and community, delivery of the strategic plan will be facilitated through the TU Dublin **tightly connected network** - Our vibrant connected network will be strong, robust and effective and will be known for delivering real solutions for the real world. The network will have global reach and our international activities in key regions will flourish - international students will represent at least 1/5 of new student intake.
- To support these ambitions **organisational effectiveness** will be critical – TU Dublin intends to be one of the most flexible universities in meeting the needs of stakeholders and will be an agile, technology-enabled, modern university that facilitates learners in an advanced digital world.



.....TU Dublin Realising Infinite Possibilities !

2.4 DEVELOPMENTS IN EQUALITY, DIVERSITY & INCLUSION

2.4.1 ATHENA SWAN IN TU DUBLIN

Athena SWAN is the national programme for creating and embedding gender equality and inclusivity in Higher Education. It is based on **ten key principles** and drives the cultural and systemic changes needed for institutions to recognise and for everyone to achieve their potential. The scheme is funded by the Higher Education Authority (HEA) on behalf of the sector. At present, 13 Irish higher education institutions hold Athena SWAN Bronze awards, along with 31 Departments in a number of these institutions. In 2018, DIT received a Bronze award, which in 2019 was converted to a TU Dublin Legacy Award. The University is now seeking to convert the Legacy Award into a full institutional Bronze award.

The Gender Equality Task Force Report (2018: 11) recommended that *“Once a TU has been established, it shall be required to achieve a TU Bronze award within three years.”* To comply with this timeframe, TU Dublin is required to apply for an Athena SWAN Bronze award no later than November 2021. The first steps on that journey were taken in late 2019 when the President’s Group set the terms of reference for a University-wide Athena SWAN Working Group (ASWG) to develop the institutional application, review School applications, and provide advice on subsequent monitoring and development. Following an extensive Expression of Interest call for participation in the ASWG, the gender-balanced Group held its inaugural meeting in April 2020.

The ASWG has created four subgroups each focused on a specific aspect of the TU Dublin AS Application: policy, data collection, organisational culture, and communications. Together, the ASWG and sub-group members comprise a gender-balanced 40+ person Self-Assessment Team (SAT). The ASWG and sub-groups are supported by the Equality, Diversity and Inclusion Directorate team, with Equality Analyst, Dr. Noirin MacNamara providing day-to-day connections with the SAT. Professor Yvonne Galligan is the Director of Equality, Diversity and Inclusion in TU Dublin.

She chairs the ASWG and reports directly to the President’s Group. Professor Galligan also represents TU Dublin on the following National Committees:

- Athena SWAN National Committee: This committee is tasked with providing advice and direction for Athena SWAN in Ireland
- HEA National Committee of Vice Presidents and Directors of Equality, Diversity and Inclusion: This committee works to support the coordination of new institutional initiatives in Equality, Diversity and Inclusion, as well as providing a forum for sharing good practice and for developing leadership capacity in this area.

2.4.2 SENIOR ACADEMIC LEADERSHIP INITIATIVE

The Senior Academic Leadership Initiative was launched in June 2019 by the Higher Education Authority (HEA) to help address under-representation in senior leadership roles within our higher education institutions (HEIs). The Senior Academic Leadership Initiative supports HEIs to take positive action to accelerate and achieve their gender equality and diversity goals and objectives.

TU Dublin President, Professor David FitzPatrick instituted and chaired a high level group to conduct the internal competition process. On completion of this process the University submitted three applications for Professorships to the HEA, the maximum permitted. Two were successful following review by an international panel: the Full Professor of Public Trust in Media, Arts and Technology and the Full Professor of Inclusive Computer Science Education. The posts were advertised through national and international channels, and an active recruitment process was ongoing in June 2020.

2.5 INFRASTRUCTURAL DEVELOPMENTS

TU Dublin is proud of the development of the Grangegeorman campus, one of the largest infrastructural investments in higher education. Located in the heart of the city, the campus designed to provide state-of-the-art facilities for 21st century students, has been conceived to provide flexible, technology-enabled student-centred learning spaces to enable the fullest realisation of all learning opportunities. See details of Grangegeorman [HERE](#).

In 2019, the delivery of the Grangegeorman masterplan continued. The undergraduate student population on campus stayed steady at approximately 1,000 students, based in the suite of renovated historic structures. The Greenway Research and Innovation Hub is fully in operation with research students relocated from disparate locations across the University. The enterprise suites managed by the Hothouse team are fully occupied. The playing pitches are in full use.

Following protracted legal proceedings, financial close of the contract to deliver the Central and East Quads (Programme II) concluded in March 2018. Construction work commenced immediately with a view to the two buildings being available April/May 2020. Work on developing the Broadstone Plaza, which will connect the East Quad to the LUAS and Constitution Hill commenced late 2019, and is due to be completed Summer 2020.

The initial phase of the Energy Centre to power the district heating network was prioritised and the project was completed for November 2019. This is in commissioning phase in anticipation of supplying heat to the Quads and other buildings in 2020. To support student life – clubs, societies, student union, dining, a project to renovate the Lower House protected structure was initiated in order to have some facilities available in 2020. This also includes additional teaching space for the Conservatory of

Music. Planning consent was granted in Spring 2019 and works commenced in September 2019, with a view to being completed by August 2020.

In 2018 an initial group of 120 DIT staff moved to the 5th floor of Park House. Plans to renovate lower floors to house as a temporary library to serve students relocating to Grangegeorman in 2020 and upper floors for additional staff and tenant spaces were advanced through 2019. This project will also see some renovations to Rathdown House. Planning permission has been granted and works planned for Feb-July 2020.

In addition to the major development at Grangegeorman, the University has two other development projects, one on the Blanchardstown campus and one on the Tallaght campus. Both projects are within Higher Education PPP - Bundle 1¹⁸. The development at Blanchardstown involves a 4,000m² general teaching facility and Tallaght campus will see the development of a 5,200m² technical development centre that will support practice-based learning facilities for engineering, sciences and culinary arts. Both projects are being progressed and construction teams are expected to be confirmed in 2020.

In 2019, the University also sold two of its city centre properties – the building in Kevin St, occupied mainly for Sciences & Health provision, which sold for €140,123,000; and the smaller facility in Sackville Place, occupied for Hospitality, Culinary Arts & Food Science provision, which sold for €5,511,000. Both properties remain in educational use by TU Dublin up until the relocation of operations to the new Quads on the Grangegeorman campus in 2020.



¹⁸ <https://www.ndfa.ie/project/higher-education-ppp-programme>

TU DUBLIN

ACTIVITIES IN 2019

2.6 FINANCIAL SUMMARY

The financial position of TU Dublin as at 1st January 2019 is summarised below. This position represents the assets and liabilities transferred to TU Dublin from the three founding Institutions at that date.

as at 01 January 2019	€'000
Fixed Assets	217,777
Long-Term Debtor	20,658
Net Current Assets	37,615
Net Assets	276,050
Represented by:	
Restricted Reserves	168,439
Unrestricted Reserves	107,611
Total Reserves	276,050

2.7 COMMUNICATIONS AND MARKETING

Building TU Dublin brand awareness

Designation as Ireland's first Technological University has provided a unique opportunity to adopt a new and pioneering approach to communications and marketing in higher education in Ireland and to build a brand and reputation that all of our stakeholders can be proud of. To do that, we need to ensure that how we communicate our brand accurately reflects our mission, is closely aligned to our strategic plan, resonates with our students, and with our partners in industry, academia and our communities.

TU Dublin came into being on 01 January 2019. Its recognition and reputation was based on knowledge of the founder institutions; on an existing staff of over 3000 people; on a student community of 29,000 people of all backgrounds and nationalities; and on a graduated network of over 100,000 people have gone on to build wide-ranging careers and to become our greatest ambassadors. TU Dublin now needs not only to own that reputation but to enhance it.

In preparation for the establishment of TU Dublin, the founding institutions undertook a wide consultation internally with staff and students and externally with a wide range of stakeholders to assist in developing what would become the TU Dublin brand. A guiding principle throughout the exercise was that the brand represents a new and exciting opportunity in Irish higher education and must not be a re-badging of its constituent parts or a new sign at the entrance to the campus.

The process of developing the brand began with establishing what the University would stand for, how it would approach its mission, and how it would act towards students, staff and its wider constituencies. The final part of the project was the development of its visual identity. Based on the feedback during the consultation phase, it was clear that the university would not be the same as traditional universities and that it would carve out its own space and direction. A modern approach to visual identity was taken, eschewing



2.8 ALUMNI ENGAGEMENT

crests and more traditional designs in favour of a university logo that clearly states the name by which the University wishes to be known – TU Dublin – with the full official name in Irish and English incorporated in the logo.

The new identity was rolled out from January 2019, beginning with all stationery and most signage being replaced across all campuses. Existing websites were re-branded but content remained the same during the CAO recruitment period for 2019/2020. The launch of the new TU Dublin website took place in September 2019, to be ready for the recruitment of students for academic year 2020/2021.

A university-wide approach was adopted to all external communications, including advertising, social media and media relations to embed the new name and new identity of TU Dublin and to develop recognition of the new university among key audiences including prospective students and their parents and guidance counsellors; industry partners and employers of graduates; and graduates themselves.

Building brand awareness is a long-term project. Initiatives in the first year have included:

- Internal Communication to students and staff, including key messages; ‘at a glance’ facts and figures about TU Dublin; and the university brand book.
- Website development with an emphasis on external visitor needs
- Combining social media channels to retain previous followers and grow audiences
- Public advertising including calls to action but also for the first time, brand awareness ad, developed for TV and cinema
- Publications including first TU Dublin prospectus
- Cost-effective identity roll-out to include collateral for events, presentations, parchments, guidelines and brand toolkit,
- Market research - regular dip stick/omnibus surveys to measure growth in recognition of TU Dublin brand
- Calendar of events across the University

The TU Dublin Graduate Network is open to the graduates of the founding institutions as well as those who have graduated since the establishment of TU Dublin. Over the course of its first year of establishment, the TU Dublin Graduate Network registered over 2000 new graduates.

In 2019, over 27,000 members, living all over the world, engaged with the Network through quarterly ezines and correspondence from their Schools. They also received invitations to events in Ireland and abroad, as well as class reunions.

The first international event for the TU Dublin Graduate Network took place in New York in May 2019. The President, Professor David FitzPatrick hosted a reception at the very impressive American Irish Historical Society, where guests were welcomed by Ireland’s Consul General Ciarán Madden. The guest speaker at the event was Markham Nolan, (MA Journalism ‘05) who spoke about his career in journalism in Dublin, London and New York to an audience comprised of graduates from the 1970’s up to 2019.

The annual London alumni celebration was held at the iconic London restaurant Bentley’s in Mayfair where alumni were delighted to be joined by Bentley’s proprietor and alumnus from Cathal Brugha Street, the Michelin star chef Richard Corrigan.

Many events also took place closer to home, including class reunions, receptions and campus tours. Each of these events provided an opportunity to introduce TU Dublin to graduates from previous generations and to engage their interest and support for the new University.



2.9 INTERNATIONAL ENGAGEMENT

2.9.1 EUROPEAN UNIVERSITIES INITIATIVE

The **European Universities Initiative** is a flagship initiative of the EU's ambition to create the European Education Area which proposes to harness the full potential of education and culture as drivers for job creation, economic growth and improved social cohesion across Europe, as well as a means to experience European identity in all its diversity.

Under the initiative, Technological University Dublin came together with its partners to drive innovative ways of learning and inspire cutting-edge research – the **European University of Technology, EUT+** confederation was formed - <https://www.univ-tech.eu/>. In 2019, under the first call for the programme, the European University of Technology bid scored one mark below the threshold for funding (scoring 80/100). Following very positive feedback from the European Commission, the consortium has continued to work together towards preparation of a revised submission in 2020.

TU Dublin is a full partner in the project which is coordinated by the **Université de technologie de Troyes** (France) and includes the following members:

1. **Technical University of Sofia** (Bulgaria)
2. **Hochschule Darmstadt, University of Applied Sciences** (Germany)
3. **Technological University Dublin** (Ireland)
4. **Riga Technical University** (Latvia)
5. **Universitatea Tehnică din Cluj-Napoca** (Romania)
6. **Universidad Politécnica de Cartagena** (Spain)
7. **Cyprus University of Technology** (Cyprus)
8. **Université de technologie de Troyes** (France)



The European University of Technology will embody a European and a distinctive human-centred vision of technology to be delivered through a renewed mission of inclusive and sustainable development of society, economy and enlightened political and citizen cultural reflection. In addition to the 8 founding university partners, the consortium contains more than 20 associated partners including SEFI (European Society of Engineering Education), companies, employers unions and chambers of commerce and industry, local authorities, incubators, and various alumni associations.

As outlined in the Erasmus+ work programme, European Universities are transnational alliances that will become the universities of the future, promoting European values and identity, and revolutionising the quality and competitiveness of European higher education. The aim of the pilot call is to test different cooperation models for European Universities. Alliances will:

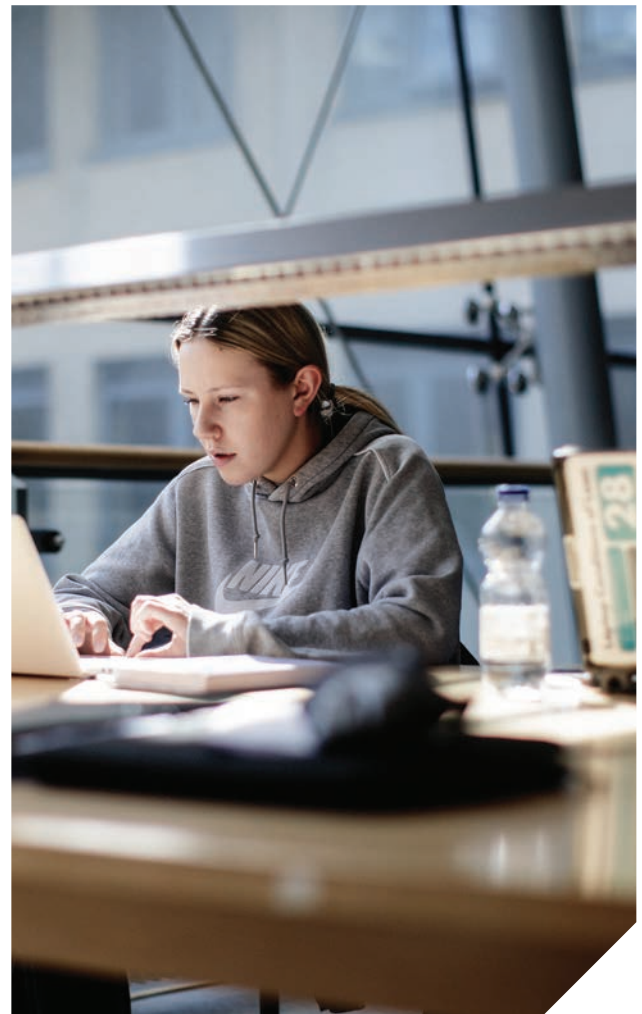
- include partners from all types of higher education institution and cover a broad geographic scope across Europe
- be based upon a co-envisioned long-term strategy focussed on sustainability, excellence and European values
- offer student-centred curricula jointly delivered across inter-university campuses, where diverse student bodies can build their own programmes and experience mobility at all levels of study
- adopt a challenge-based approach according to which students, academics and external partners can cooperate in inter-disciplinary teams to tackle the biggest issues facing Europe today

In the first call, 17 consortia were funded under the programme. The second and final call is expected to support a further 24 alliances. Following this, the European Universities Initiative will be scaled up under the expanded Erasmus programme 2021-2027, with special funding specifically allocated to successful initiatives.

2.9.2 OTHER INTERNATIONAL INITIATIVES

TU Dublin is a member of the European Universities Association (EUA)¹⁹, that represents more than 800 universities in 48 European countries. EUA plays a crucial role in the Bologna Process and in influencing EU policies on higher education, research and innovation.

It is also a member of the Polytechnic Alliance – the Polytech Alliance is a collaboration between TU Dublin, Hochschule Darmstadt (Germany), Lucerne University of Applied Sciences and Arts (Switzerland), Coventry University (UK), Purdue University and UW Stout (USA). The Alliance enables students to other meet students and teachers from all over the world, work across multidisciplinary fields and acquire useful experience in preparation for the future. It supports them in developing their creative thinking, to be a specialist in their field of research and perform in real-life working contexts.



¹⁹ <https://eua.eu/>

TU DUBLIN

CONCLUSION

Building on the many years of preparation prior to designation, TU Dublin became a reality on 01 January 2019 and staff and students threw themselves enthusiastically into building the new University, its brand and its reputation. Promotional material and CAO information for Academic Year 2020/21 was already in circulation, featuring the brands of the founder institutions and whilst naturally there was some initial confusion this was allayed by concerted school liaison activity, advertising and promotion. By the end of its first year of existence, recognition of the TU Dublin name and brand had become well accepted. Recruitment of international students increased significantly, contributing to a more diverse student body, while participation in the EUT Consortium for European University Designation has raised its profile with international partners.

Internally, the staff of over 3000 colleagues were encouraged to collaborate and join in cross-campus consultations on a range of issues, including the development of an ambitious strategic plan which now provides the roadmap for the future of TU Dublin. Student achievement in national and international competitions was celebrated across the University and due recognition was given to the University's success in research, enterprise and innovation

Throughout 2019 strong foundations were laid and TU Dublin is ready to build on these as we grow in confidence, impact and in our contribution to society and the economy.





APPENDIX 1 - TU DUBLIN

EQUALITY STATEMENT

Governing Body Approval - 18th September 2019 Technological University Dublin Equality Statement For Period 2019-2022

1. INTRODUCTION

Extract from Technological Universities Act - Equality Statement

"19. (1) (a) The president, as soon as practicable after the appointed day, shall prepare a statement (in this section called an "equality statement") for the period specified in the statement.

- (b) The period to which the equality statement relates shall be such period as the technological university considers appropriate and directs the president to specify in the statement, being a period of not less than 3 years and not more than 5 years from the date that the president prepares the equality statement under subsection (1).*
 - (c) The president shall prepare each subsequent equality statement not earlier than 6 months, and not later than 3 months, before the expiration of the period specified in the plan".*
- (2) The equality statement shall specify—*
- (a) the policy of the technological university for enabling access to it, and the education it provides, by economically or socially disadvantaged persons, by persons who have a disability and by persons from sections of society significantly under-represented in the student body, and*
 - (b) the policy of the technological university relating to equality, including gender equality, in all activities of the technological university.*
- (3) The president shall submit the draft equality statement to the technological university for approval once it has been prepared.*
- (4) The technological university, having regard to the sources available to it, may either approve the draft equality statement without modification or, after consultation with the president, approve the statement with such modifications as it thinks fit.*
- (5) The technological university, in approving the draft equality statement under subsection (4), shall have regard to such policies on the matters referred to in subsection (2) as may from time to time be determined by the Minister.*
- (6) A technological university shall implement the policies set out in the equality statement".*

2. EQUALITY STATEMENT

- a. The Technological University Dublin (TU Dublin) is committed to ensuring that the student body entering, participating in and completing its programmes at all levels reflects the diversity and social mix of the Dublin region, and Ireland's, population. The access policy takes full account of UN Sustainable Development Goal 4 to 'Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all'.¹ The policy rests on a culture of inclusion where all have equitable opportunity to access the education it provides. The University is especially cognisant of the challenges to participating 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. TU Dublin enables equity of access and education to these groups through an integrated policy that provides a range of 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. The University's access policy is fully aligned with the National Access Plan.²
- b. TU Dublin is committed to advancing equality, including gender equality, in all aspects of its work. The equality work of the University benefits from being informed by the UN Sustainable Development Goals, including SDG 5 'Achieve gender equality and empower all women and girls'. The University policy on equality, including gender equality, is guided by the statutory obligation to have regard to the need to eliminate discrimination, promote equality of opportunity and protect the human rights of staff, students and service users.³ It is committed to ensuring gender balance in key decision-making committees. It 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. It is also cognisant of the need to address intersectional aspects that contribute to the compounding of inequalities such as ethnicity, diverse ability, gender and other identities, and social disadvantage. The University also adheres to and implements statutory and sector-wide best practice policies, including the Athena SWAN Charter Principles⁴, the recommendations of the Higher Education Authority National Review of Gender Equality in Irish Higher Education Institutions⁵ and Gender Action Plan 2018-2020⁶, and the Public Sector Equality and Human Rights Duty.⁷

¹ <https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals> (last accessed 2 May 2019)

² <https://hea.ie/assets/uploads/2018/12/HEA-Progress-Review-NAP-2021.pdf> (last accessed 2 May 2019)

³ Section 42 of the Irish Human Rights and Equality Commission Act 2014.

⁴ <https://www.ecu.ac.uk/equality-charters/athena-swan/about-athena-swan/> (last accessed 2 May 2019)

⁵ https://hea.ie/assets/uploads/2017/04/hea_review_of_gender_equality_in_irish_higher_education.pdf (last accessed 2 May 2019)

⁶ <https://hea.ie/assets/uploads/2018/11/Gender-Equality-Taskforce-Action-Plan-2018-2020.pdf> (last accessed 7 May 2019)

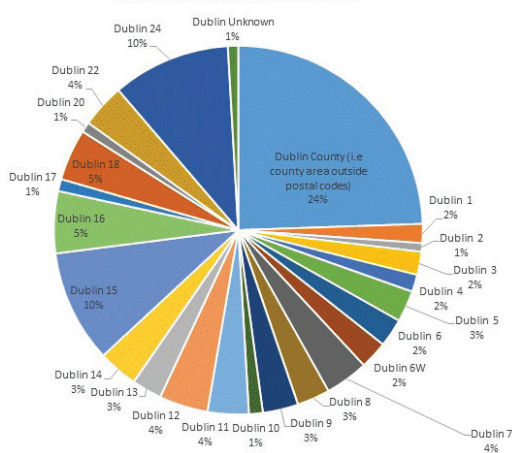
⁷ <https://www.ihrec.ie/our-work/public-sector-duty/> (last accessed 2 May 2019)

APPENDIX 2 - TU DUBLIN

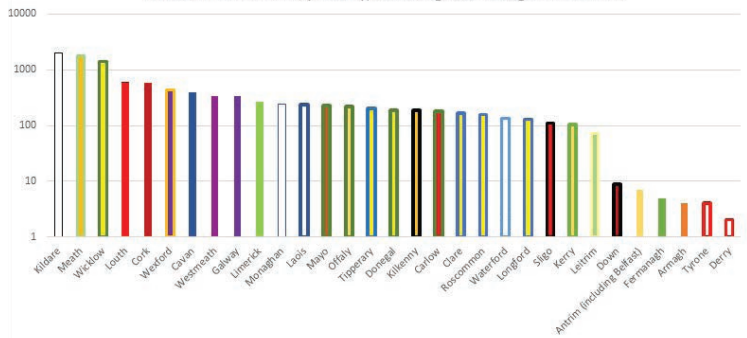
STUDENT ENROLMENT

TU Dublin attracts students from across Ireland, with 45% of students domiciled in counties other than Dublin. Within Dublin, we attract students from across Dublin's postal districts, and Dublin county.

Enrolments by Dublin Postal Code

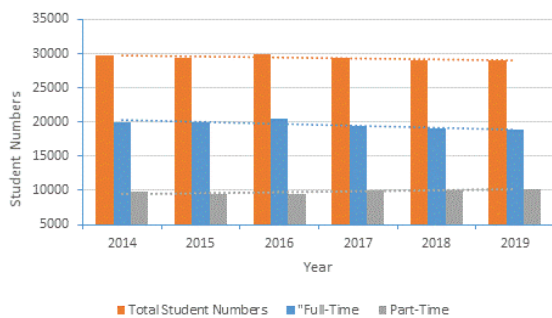


TU Dublin enrolment by county, excluding Dublin. Logarithmic View



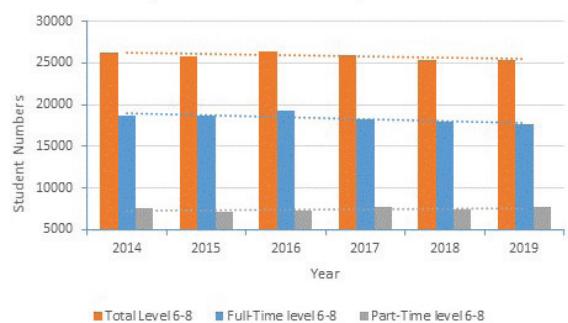
These charts show trends in total level 6-8 enrolments, and also full-time and part-time enrolment trends.

TU Dublin Student Enrolment Trends



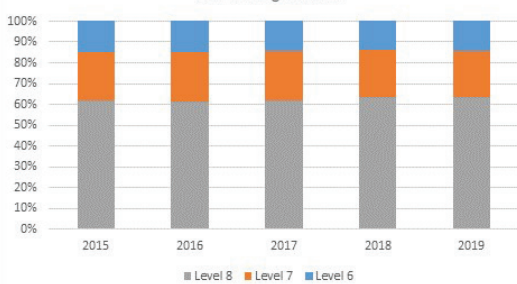
This chart shows enrolment trends for TU Dublin in terms of the overall student population, and also in terms of full-time and part-time enrolments.

NFQ Level 6-8 Enrolments, FT and PT



The relative % of level 6, 7 and 8 enrolments indicates that TU Dublin is fulfilling its mission to continue to provide provision across these levels of the NFQ.

Level 6 (excluding apprentices), 7 and 8 Enrolments as a % of Total Undergraduates



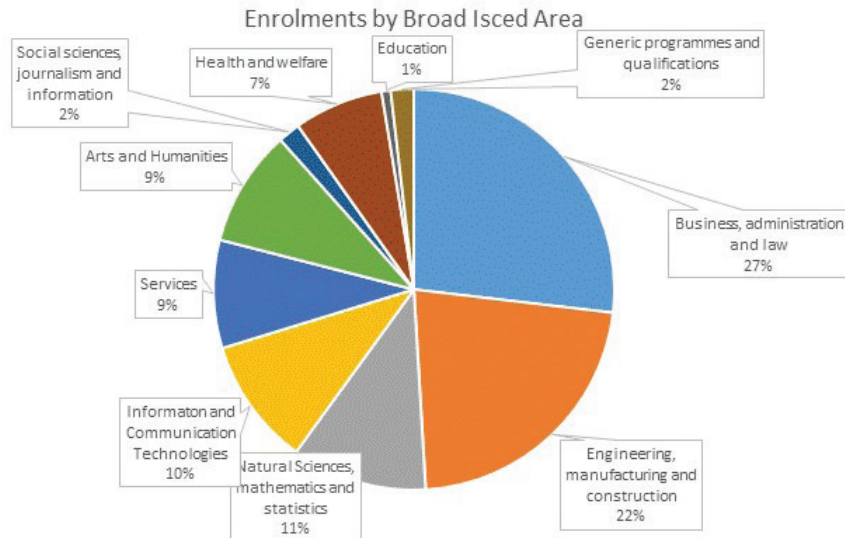
Enrolments on level 9&10 programmes continues to grow, for both full and part-time students.

NFQ Level 9-10 Enrolments, FT and PT



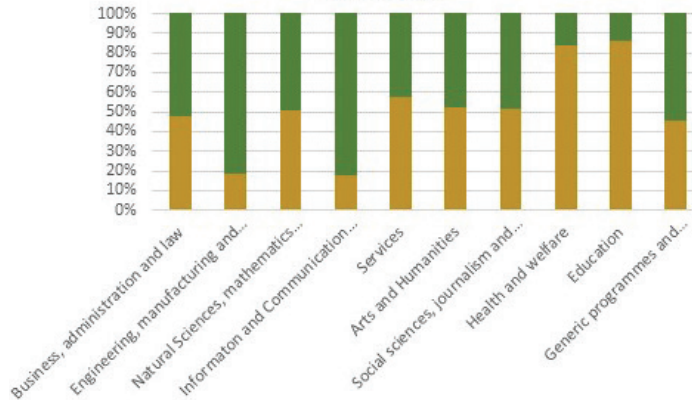
Enrolments by ISCED Area and Gender Balance

TU Dublin's student population is enrolled across a range of broad ISCED area categories, as shown below.



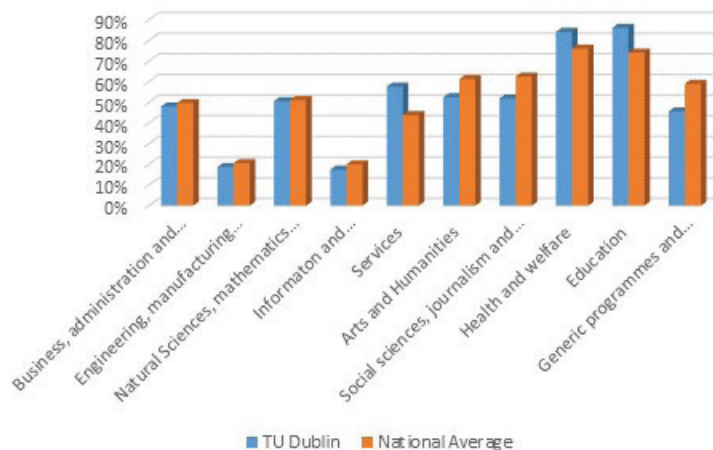
This chart shows the gender breakdown in TU Dublin's student population across broad ISCED area categories.

TU Dublin Comparative Enrolments by Gender per Broad ISCED code, 2018-19



Comparison with national averages of enrolments in broad ISCED areas by gender indicates that, in general, TU Dublin is in line with the norm.

% TU Dublin Female Enrolments by Broad ISCED Code, Compared with National Averages, 2018-19



APPENDIX 2 - TU DUBLIN

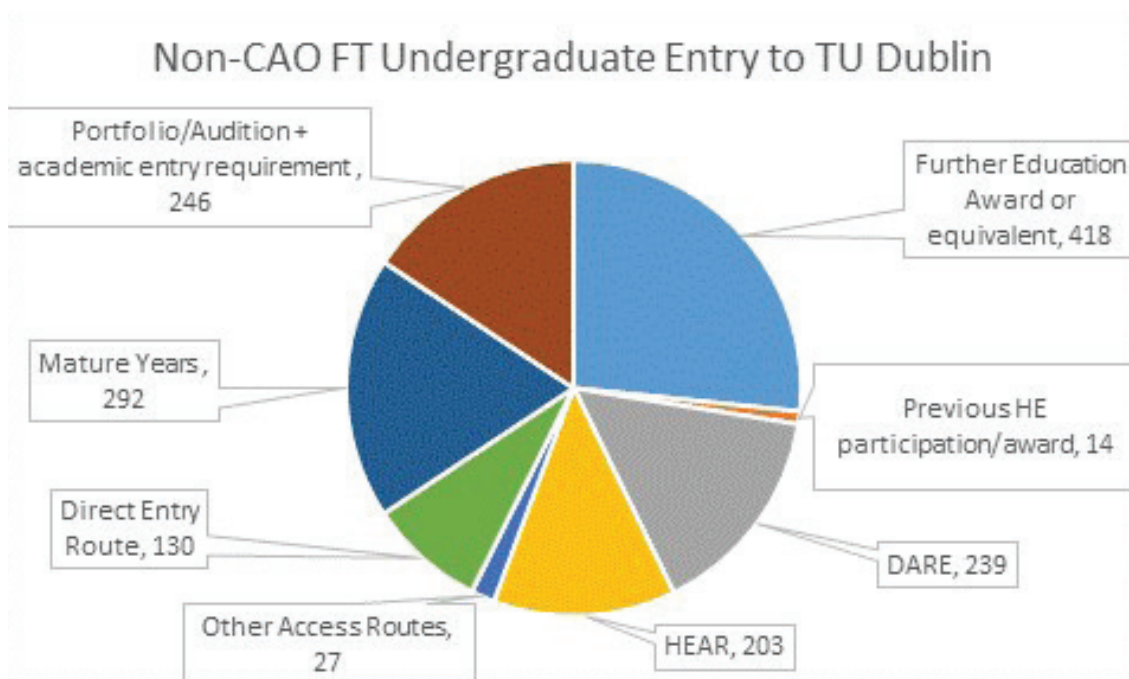
STUDENT ENROLMENT



Entry Basis for Enrolment in TU Dublin

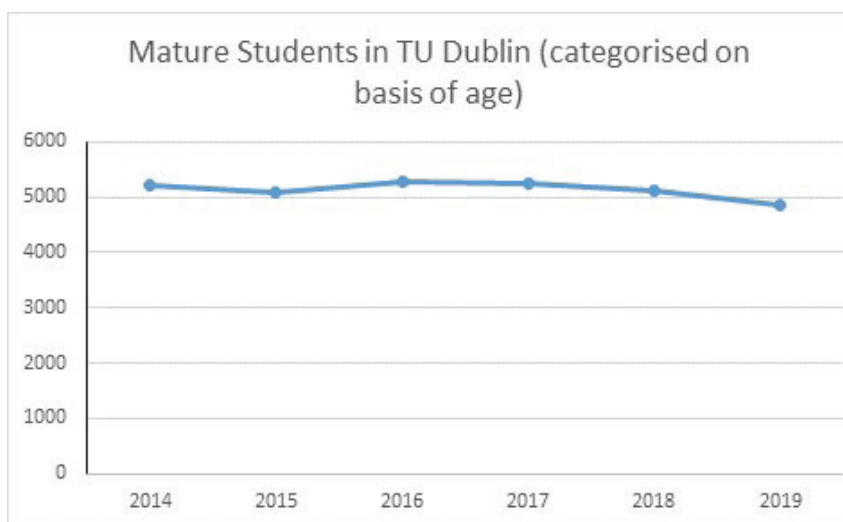
The majority of TU Dublin's full-time enrolment is through the CAO system, constituting 67% of new enrolments to full-time undergraduate education in 2020, or 3184 students.

A further 33% of enrolments are through other routes, as illustrated in the accompanying chart. This illustrates the depth of TU Dublin's commitment to supporting access and progression to third level education.





Over 16% of TU Dublin's students can be classified as mature, although their number has trended down slightly over a 5 year period.



37% of TU Dublin's FT students received grant supported fee payments for 2019-20

Grant Supported Fees, FT Students

