

TU Dublin's digitalization strategy (- A Work in Progress!)

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President, TU Dublin*

41st Conference of Rectors and Presidents of European
Universities of Technology

TU Dublin

September 22nd - 23rd, 2023

Overview

Irish & TU Dublin Context

Strategic Plan 2024-2028

TU Dublin – Transformation & Change

TU Dublin – Digitalization Strategy Drivers

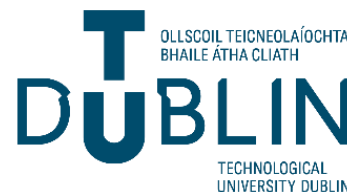


MISSION

*Excellence
Practice-led
Co-creation*

VISION

Creating a Better World Together



VALUES

*Excellence (Ambition)
Inclusion
Impact
Respect*



An
Phríomh-Oifig
Staidrimh

Central
Statistics
Office

DAONÁIREAMH
CENSUS 2022
www.cso.ie

Census 2022 Summary Results

Population

5,149,139

Up 8%



Average
Age
38.8

Citizenship



Non Irish
Citizens
631,785

12%*

Dual Irish
Citizens
170,597

3%*

Religion



Roman
Catholic
3,515,861

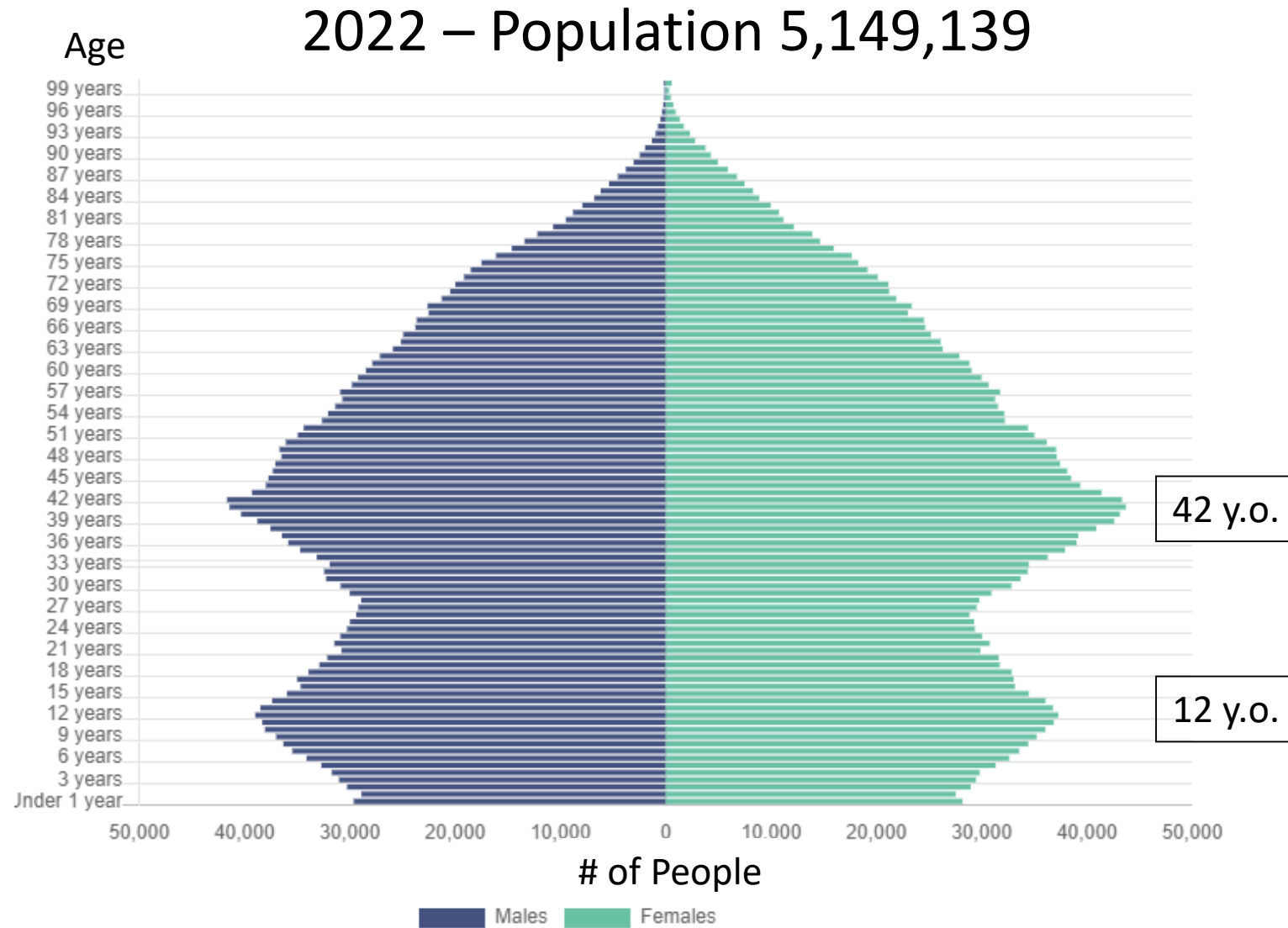
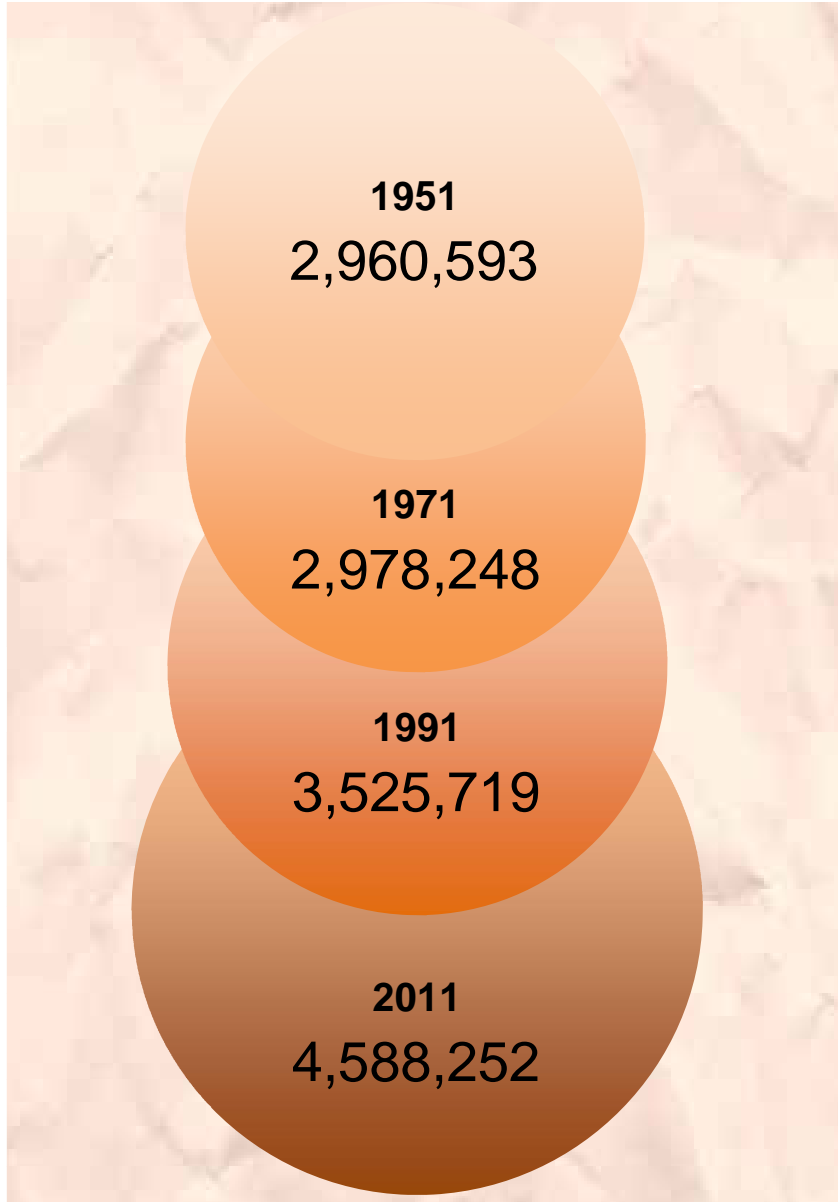
69%*

No Religion
736,210

14%*

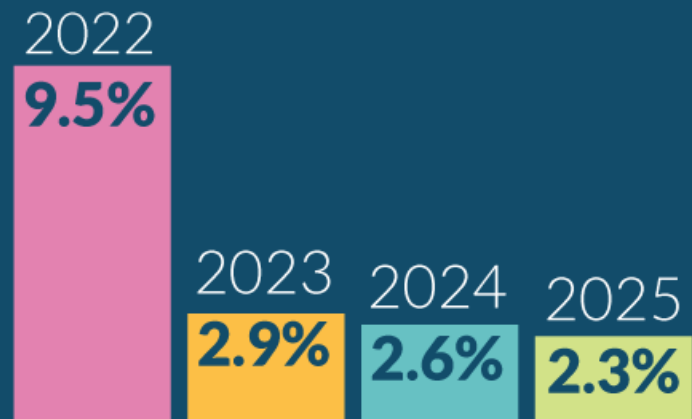
*of the usually resident population 2022

Ireland 2022 – Demographic Bubbles



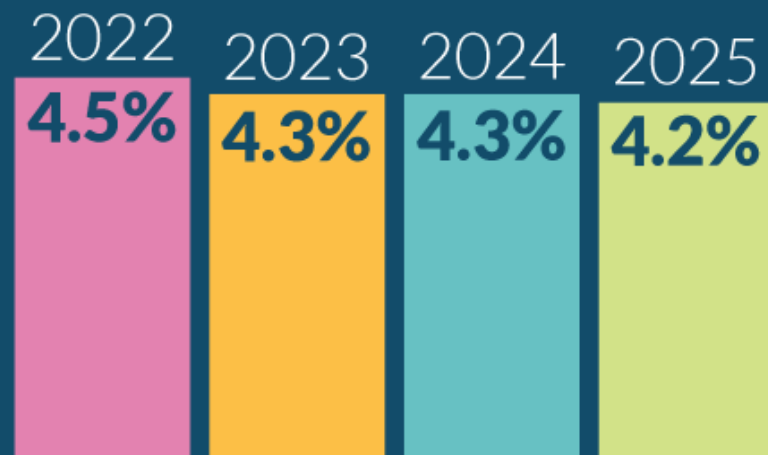
Irish Economic Forecast (2022-2025)

Forecast growth* in Irish economy



*Modified Domestic Demand.

Unemployment* forecast in Ireland



*International Labour Organisation Definition.

Evolving Irish Higher Education Landscape

2018

- 7 Universities
 - Dublin - TCD, UCD, DCU, Maynooth
 - Limerick – UL
 - Cork – UCC
 - Galway – NUIG (now UoG)
- 14 Institutes of Technology

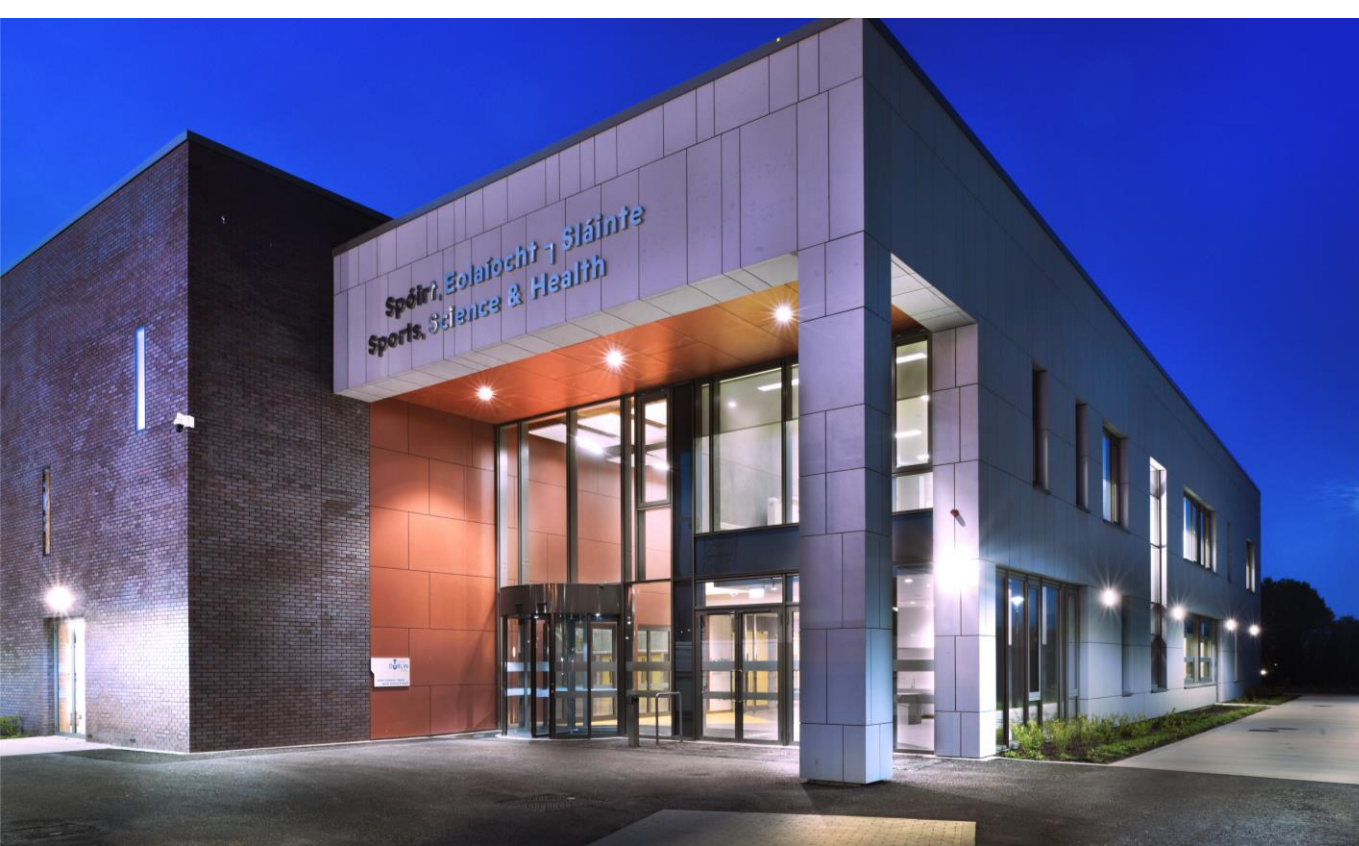


2023

- 13 Universities
 - Pre-2019 (7)
 - Post-2019 (6)
 - Technological Universities (5)
 - Regionally defined
 - RCSI – University of Medical & Health Sciences (Private)
- 2 Institutes of Technology

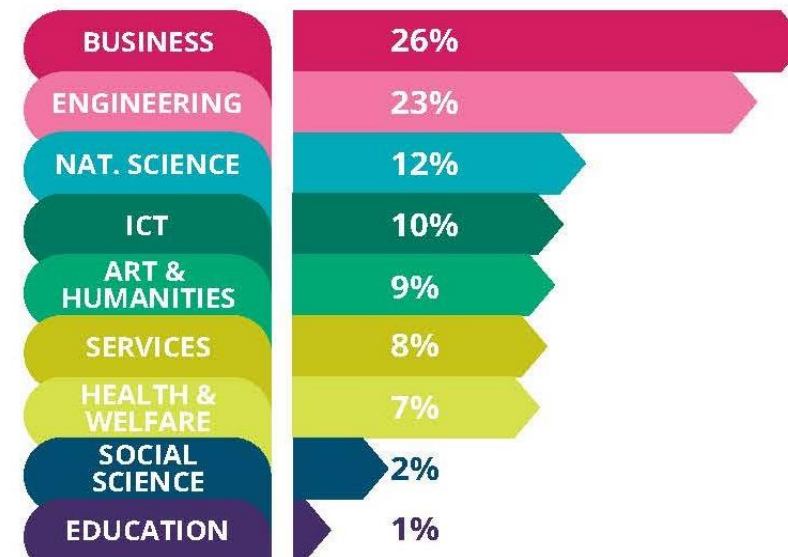
Technological Universities Act 2018 - Key Challenges:

- Effective doubling in research activity in 10 years
- ~ 50% growth in PhD qualified faculty
- Maintain scope of provision from Apprenticeship to PhD
- Regional focus & contribution to economic growth & societal development



T OLLSCOIL TEICNEOLAÍOCHTA
BHAILE ÁTHA CLIATH
DUBLIN
TECHNOLOGICAL
UNIVERSITY DUBLIN

Field of Study



3
campuses



8k
graduates per year



29k+
students



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

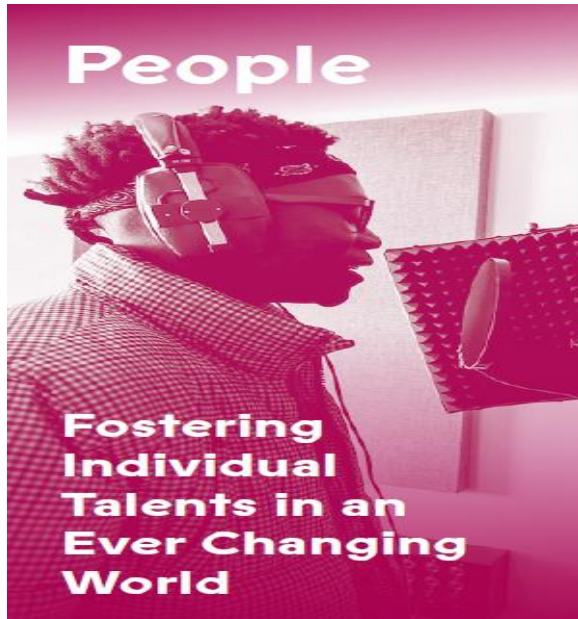


11,000+
citations
(in the past 3 years)

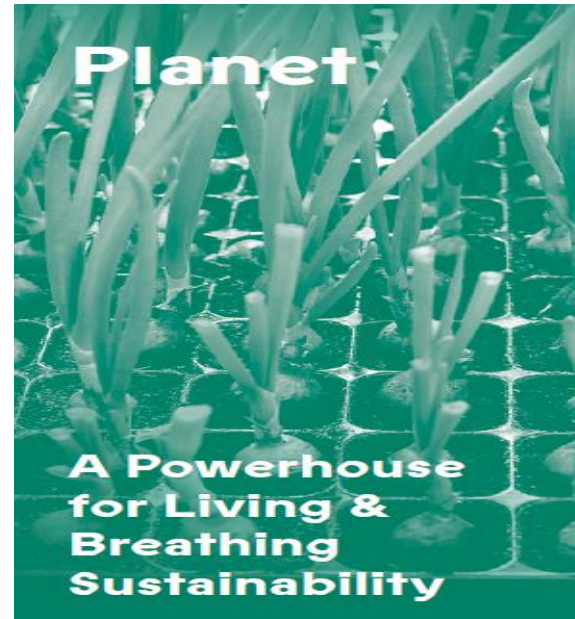


+12M
open access research
downloads arrow@TUDublin

Strategic Intent 2030 – Three Pillars



- Nurturing Bright Minds, Creativity & Ambition
- Pathways for All
- Creating a Place of Imagination & Inspiration
- Championing a Passion to Excel
- Celebrating our Ambassadors



- Being a Beacon for Sustainability
- Creating Responsible Global Citizens
- Tackling Global Challenges



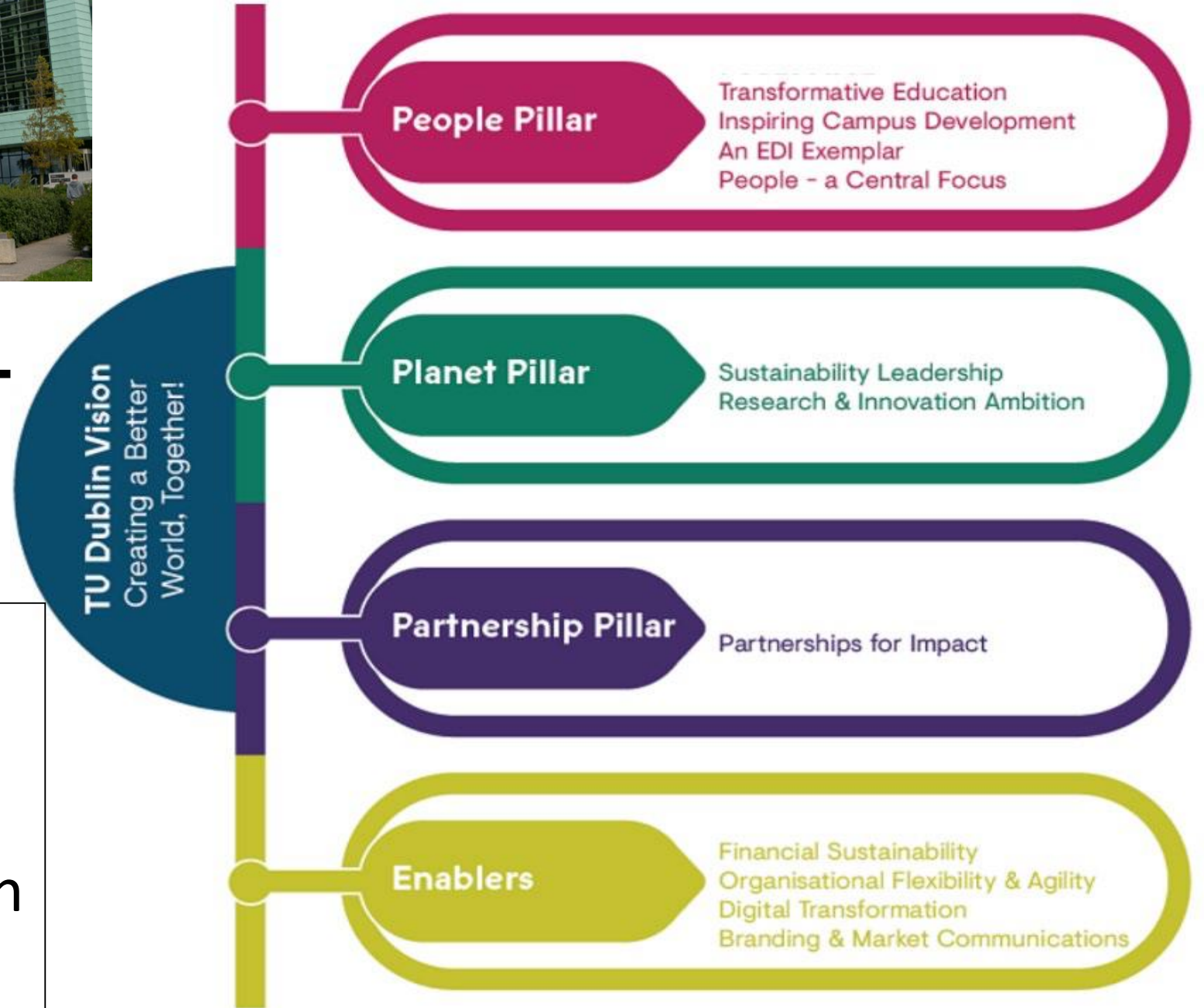
- Open Science, Open Innovation, Open to the World
- A Tightly Connected Network
- Being Global
- Operational Effectiveness



Strategic Plan 2028 – Focus Areas

Developed through the
lens of UN SDG's

SDG 4 – Quality Education
Impacts on all others!



Digital Transformation – A Definition

"a series of deep and coordinated culture, workforce, and technology shifts that enable new educational and operating models and transform an institution's operations, strategic directions, and value proposition."

Susan Grajek and Betsy Reinitz, ["Getting Ready for Digital Transformation: Change Your Culture, Workforce, and Technology,"](#) *EDUCAUSE Review*, July 8, 2019.

Strategic Intent 2030 - Partnership

Open Science, Open Innovation, Open to the World - We will be a university of open innovation – supporting and growing our portfolio of creative & entrepreneurial endeavours.

A Tightly Connected Network - Our vibrant connected network will be well established and known for delivering real solutions for the real world.

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

Strategic Intent 2030 - People

Nurturing Bright Minds, Creativity & Ambition

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

Creating Pathways for All

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

Creating a Place of Imagination & Inspiration

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



Strategic Intent 2030 - Planet

Being a Beacon for Sustainability


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

Tackling Global Challenges

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

Tackling Global Challenges

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



Targeted Areas for Digital Transformation

People Planet Partnership

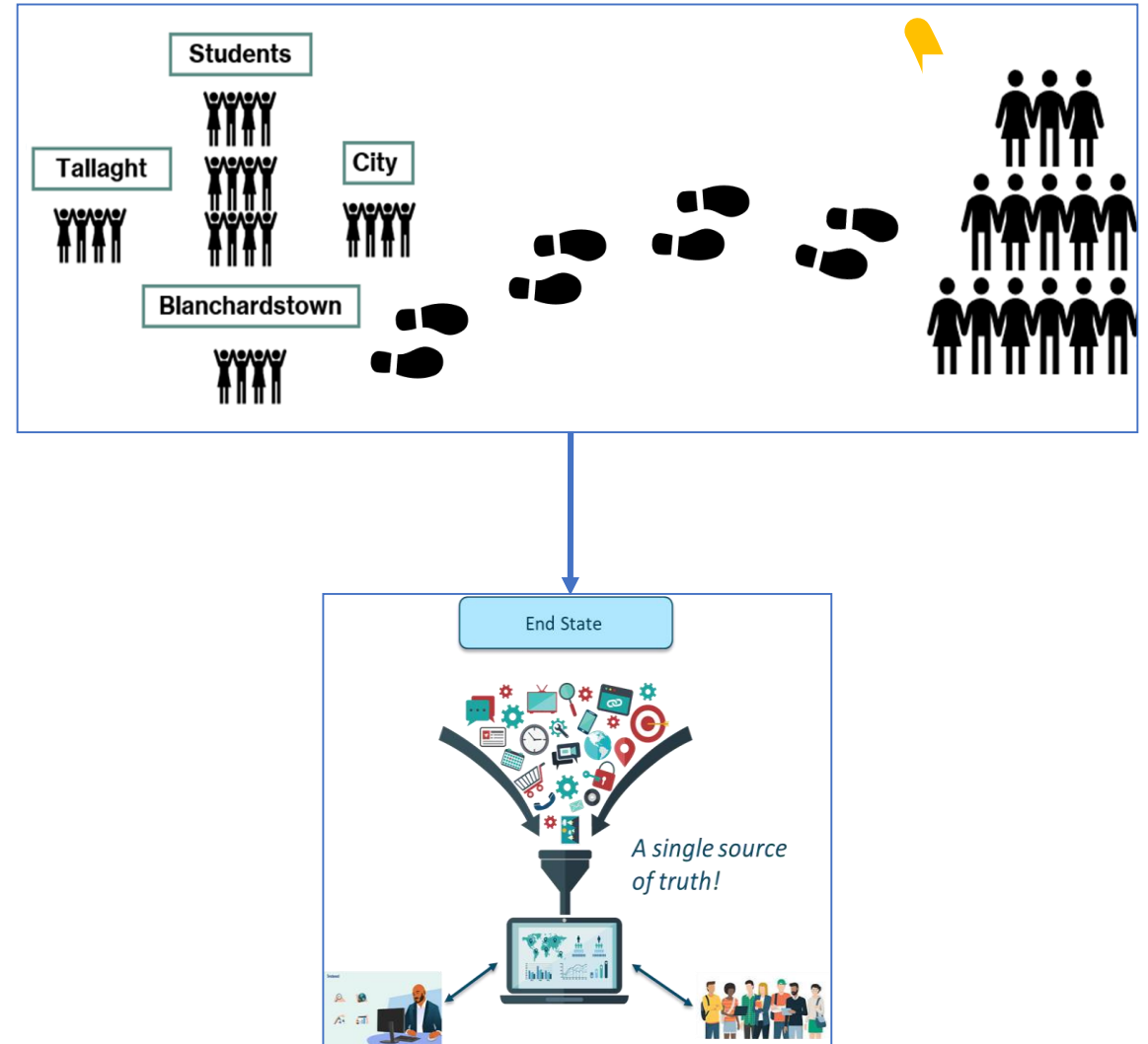
- Organisational Effectiveness
 - Organisational Design & hybrid work
 - Systems – Tier 1 applications in particular
 - Policies & Procedures – common platforms
- Educational
 - University Educational Model & Student Experience
 - Covid learnings – increased online delivery
- Research
 - Increased ambition, scope & scale of activity
 - Open Science & Open Innovations models
- Sustainability
 - Technologies to provide insights on Space utilisation, energy efficiency, decarbonisation & mandatory reporting
- FAIR Data – Principles applicable to all areas!

Elements of TU Dublin Digital Transformation

- Change Management
 - People & Mindset Shift
 - Knowledge, Experience and Skills development
 - Challenges – Culture, Behaviours, Bandwidth & Resources
- Data Strategy Development
 - Design & Data Governance Board – Data Ownership & Principles
 - Key considerations
 - FAIR Data
 - Data Quality, Structure & Platform
- Digital Transformation Priority Activities
 - Core infrastructure – Grangegorman campus embedded services (2014)
 - Foundational work - Tier 1 applications
 - HR, Finance & Research Information System - in place
 - Student Record Management System – in process

TU Dublin - Student Experience Transformation

- Objectives
 - ***A Unified Student Record Management System – SRMS***
 - **Provide** additional capabilities to enhance the student & staff digital experience
 - **Integrate** academic information systems with the SRMS e.g., VLE, Library, Module Catalogue
 - **Support** the realisation of new, flexible, educational model & the QA framework



Challenges & Risks?

- AI
- Data & Cyber-security
- Cost
- Pace of change of technology & user expectations

“there are known knowns; there are things we know we know. We also know there are known unknowns; that is to say we know there are some things we do not know. But there are also unknown unknowns—the ones we don't know we don't know.”

Donald Rumsfeld, US Sec of Defence, 2002





Creating a Better
World, Together

