

# **Institutional Transformation: A Reflection from Ireland's newest TU**

**Prof. Veronica Campbell**, President,  
South East Technological University

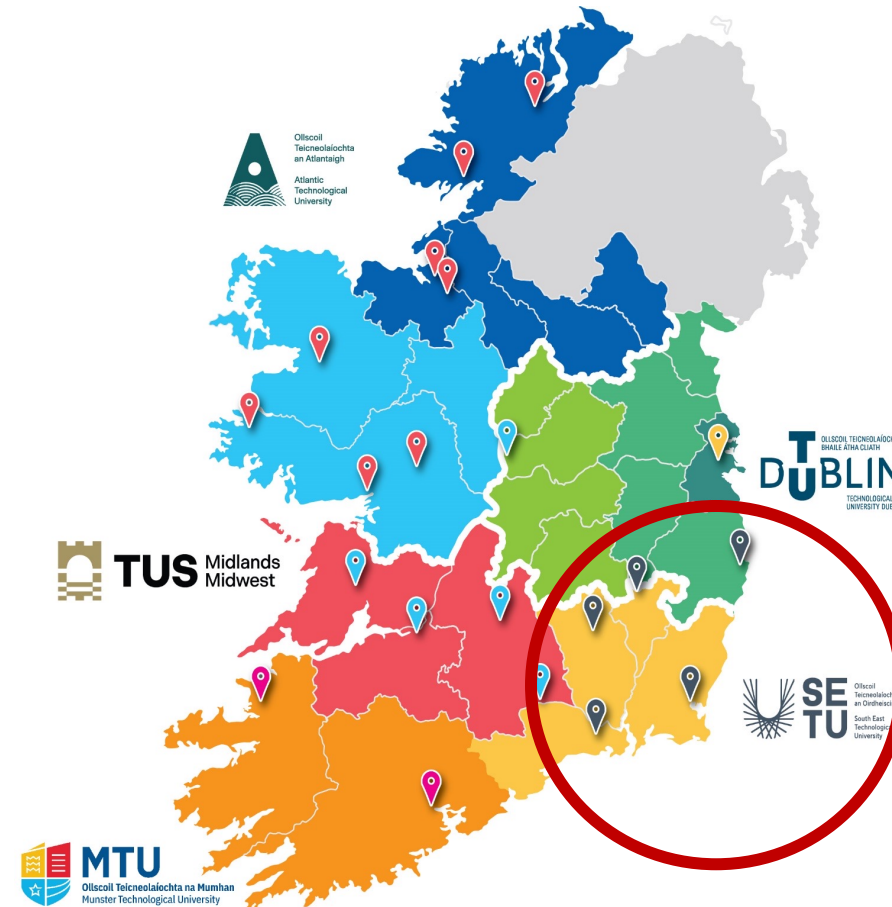
# Technological University Sector in Ireland



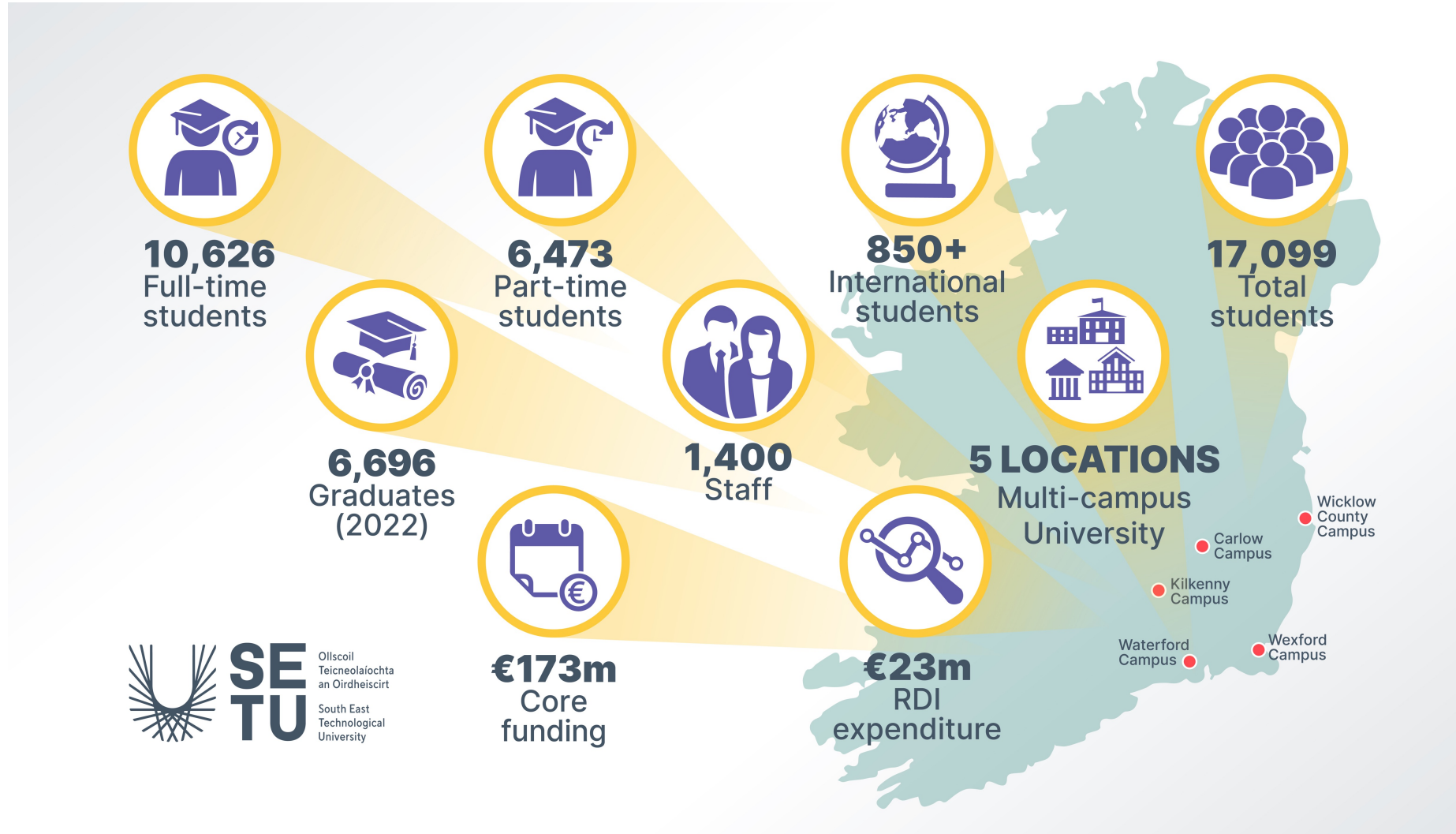
Number 3 of 2018

Technological Universities Act 2018

Technological Universities Act 2018



# SETU Overview



# CONNECTING FOR IMPACT

South East Technological University

**Strategic Plan 2023-2028**

setu.ie

## SETU Strategic Plan

The Strategic Plan 2023-2028 sets out priority objectives in four areas:

**Innovation  
and Research**



**Our Learners**



**Our Engagement**



**Our Staff**



**Enablers**



# SETU Strategic Plan

## SETU NOW

Academic TO  
Professional/  
Managerial/  
Support Staff  
.....  
**2 to 1**  
RATIO

€ CORE  
INCOME  
€173 million



140 ENTERPRISE  
RESEARCH  
AGREEMENTS  
VALUE €1.6m

400  
UNIVERSITY  
STUDENT  
ACCOMMODATION

€23m  
per annum  
DIRECT  
RESEARCH  
EXPENDITURE

1400 FULL-TIME  
STAFF  
365 ACADEMIC  
STAFF with PhDs

STAFF TRAINING  
& DEVELOPMENT  
EXPENDITURE  
€300k  
1.5% of non-pay budget

ATHENA  
SWAN  
3 DEPARTMENTAL  
BRONZE AWARDS

NO FULL PROFESSOR  
GRADES

125,000 M<sup>2</sup> of  
CAMPUS  
BUILDINGS

CARBON EMISSIONS  
CO<sub>2</sub>  
3.8 m kg

19,200  
Student  
Enrolments

200 PhD  
STUDENTS

## SETU 2028

Academic TO  
Professional/  
Managerial/  
Support Staff  
.....  
**2 to 1.5**  
RATIO

€ CORE  
INCOME  
€195 million



30% INCREASE  
ENTERPRISE  
RESEARCH  
AGREEMENTS  
VALUE €

1160  
UNIVERSITY  
STUDENT  
ACCOMMODATION

€27.5m  
per annum  
DIRECT  
RESEARCH  
EXPENDITURE

>1500 FULL-TIME  
STAFF  
485 ACADEMIC  
STAFF with PhDs

STAFF TRAINING  
& DEVELOPMENT  
EXPENDITURE  
+30% per annum

ATHENA  
SWAN  
8 DEPARTMENTAL  
BRONZE AWARDS

20 FULL PROFESSOR  
GRADES

179,000 M<sup>2</sup> of  
CAMPUS  
BUILDINGS

CARBON EMISSIONS  
CO<sub>2</sub>  
50% REDUCTION

>21,000  
Student  
Enrolments

400 PhD  
STUDENTS



# Our Region



...be recognised as the regional **anchor institution** and **positive change agent**, including with regard to **sustainability**



...deeply embedded in regional and **national enterprise, social and business networks**, supporting **lifelong learning** for a **diverse audience**, **connected internationally** and acting as a magnet for international talent and a vehicle for strengthening regional sustainable practices and thinking



# Global Collaboration

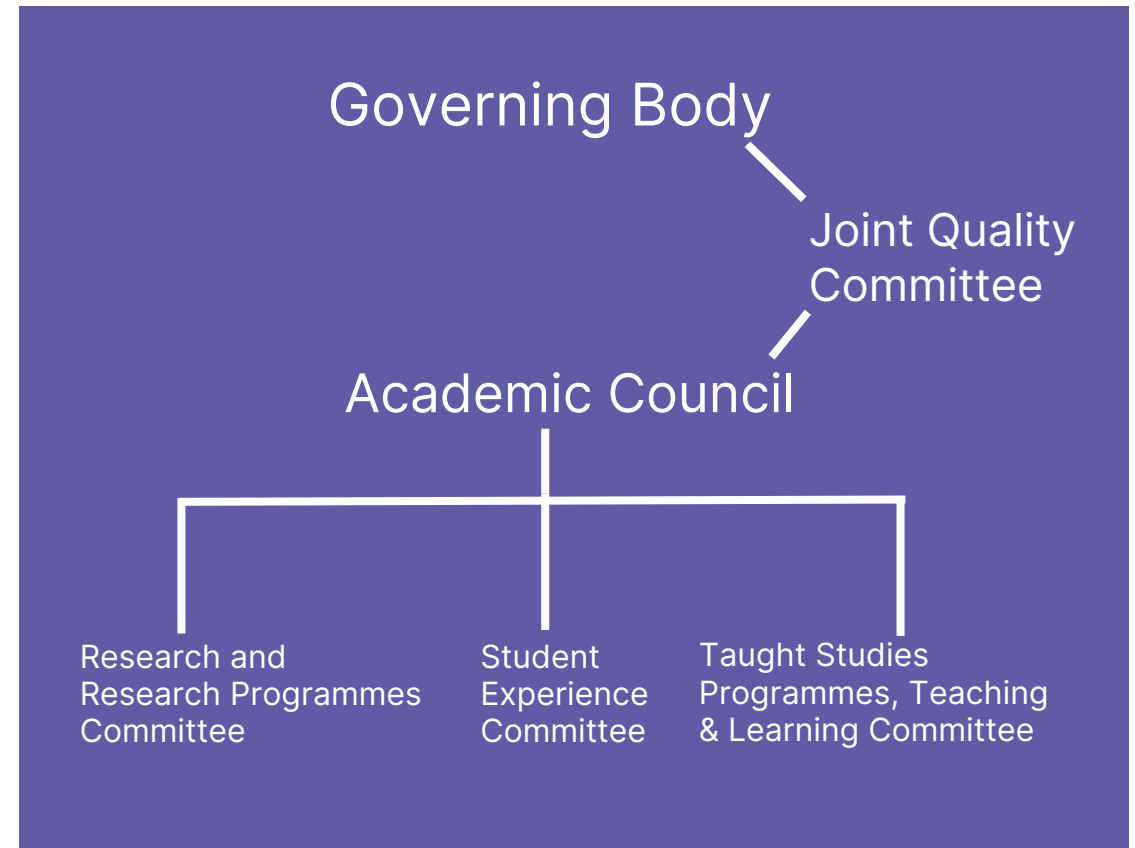
- EU-CONEXUS European University
- European University Association
- TrustEd Ireland Quality Mark



Collaborations and top research areas from the last five years

# Academic Structures

- Academic Council Design
- Academic Policy Development
- CINNTE review process – Oct. 2024



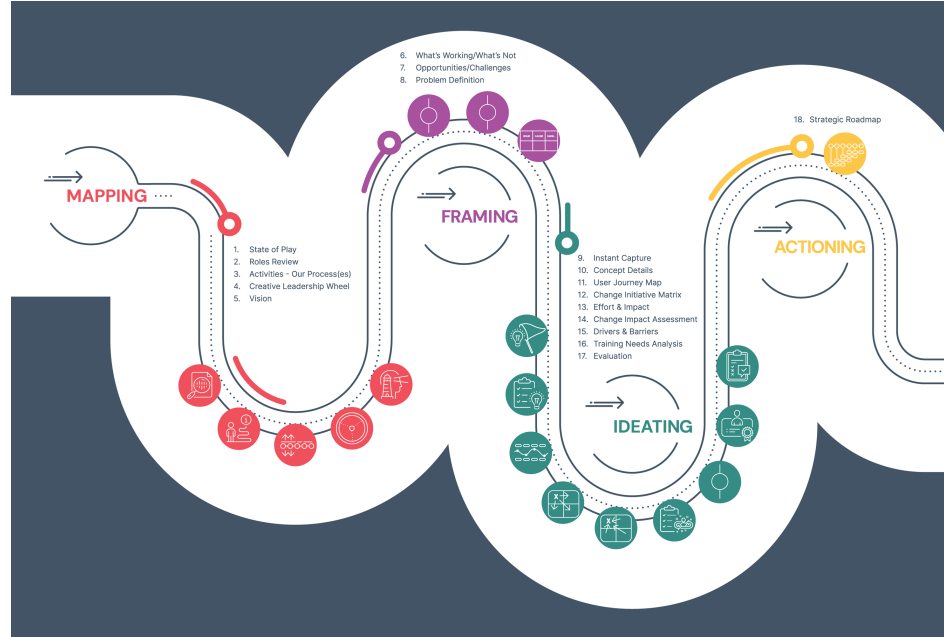
Academic Council Design – March 2024



# Change Management Project



SETU Toolkit



Change Management Process



Workshops



# N-TUTORR – Staff and Student Engagement



## SETU

- 1,893 students
- 1,017 staff

*(August 2024)*

## TU Sector (5 institutions)

- 15,425 students
- 4,883 staff

# Generative AI at SETU



## SETU GenAI Outputs

- Assessment Redesign Framework and short courses
- Student guidelines course
- PD events – ‘AI Play’, Hackathons, webinars, DEC24 Conference
- Staff and student hubs
- Infographics, podcasts, video tutorials
- Publications

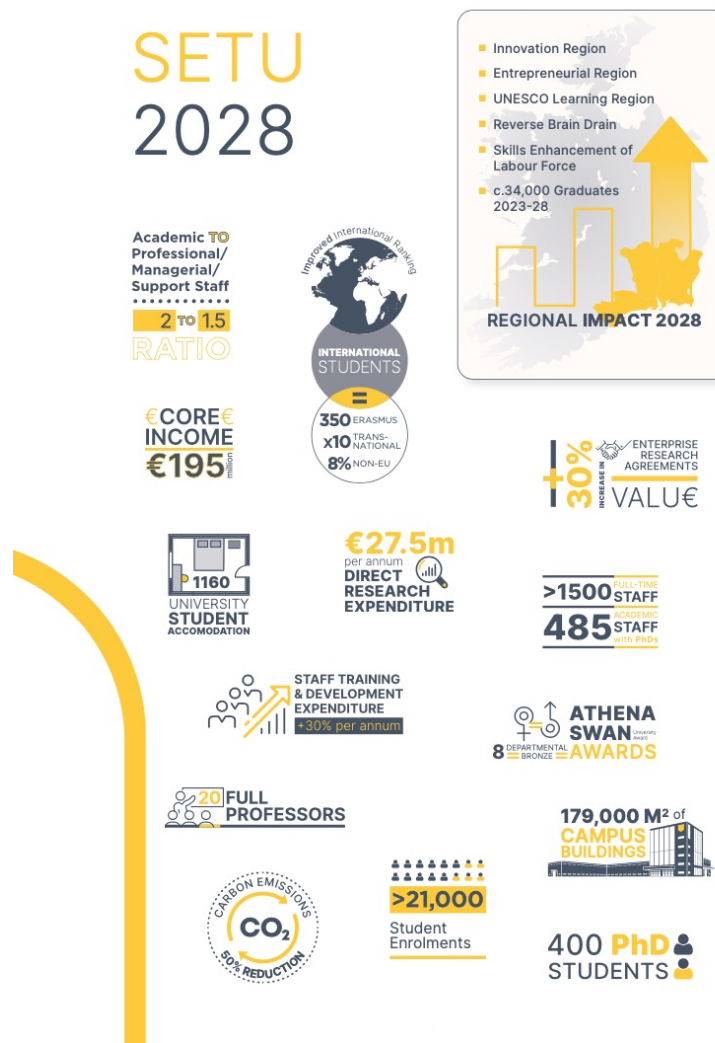
# SETU Strategic Plan – progress

## Achieved:

- Veterinary Medicine Course
- Pharmacy Course

## To do:

- TU Professor Grades
- Senior Executive Grades



# Our Future



Thank you

setu.ie  
**INSPIRING FUTURES**

