



Leeds Trinity University Strategic Plan 2021-2026



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Introduction

I'm delighted to share with you Leeds Trinity University's Strategic Plan for 2021-2026. It sets out our intentions and ambitions for the next five years, and has been developed with input from our colleagues, students, alumni, partners and stakeholders.

As we approach our ten-year anniversary of achieving University status, we find ourselves at a very exciting time in terms of growth and potential. From a set of strong foundations, we have the opportunity to make a step change in academic development, employability, careers and the positive contribution we can make in our region, the country and wider world. We also remain a University committed to widening participation, guided by our Catholic faith foundation, and to our 'name, not a number' ethos. The Strategic Plan underpins all of this and provides a framework for the journey ahead.

As you will see, the structure and shape of the Plan is clear. It is built around the four Strategic Pillars of 'Education and Experience', 'People and Sustainability', 'Research, Impact and Innovation',

and 'Careers and Enterprise'. These are supported by the two key themes of Digital Futures and the Leeds City Region. We have set six distinct objectives within the Plan, and have outlined ambitious measures of success to keep us on track.

Our people sit at the very heart of this. In developing the Plan, we have consulted widely within the University, and with our partners and a wide range of stakeholders. This has enabled us to listen to different viewpoints and refine our thinking. Moving forward, we intend to continue these conversations throughout the lifespan of this Plan.

As a University, we remain proud to offer a personal and inclusive experience that gives every student the support to realise their potential and make a difference. I hope you will see that this continues to be central to our approach in the coming years. I look forward to working with everyone in our University community to successfully deliver this ambitious Strategic Plan.

Professor Charles Egbu
Vice-Chancellor, Leeds Trinity University



Vision

We will be a leading career-led and applied university. Our students will achieve outstanding outcomes. Our well-rounded learners and graduates will be sought by employers. They will shape a rapidly changing world.

Join us as we continue in our ambition to ensure that every single student in our care is able to transform through learning. Our aim is for our graduates to contribute as active citizens of our region and the wider world.



Mission

Rooted in its Catholic foundation, Leeds Trinity is a diverse and inclusive University welcoming students from all backgrounds and beliefs which exists to provide a transformational educational experience, forming students and learners whose lives will flourish and find wholeness in their work and world.



Focused on the innate dignity and value of each person, we seek to provide our students with a distinctively supportive academic and professional community, empowering them to discover their unique gifts and talents, and so fulfil their personal and professional potential.



Our leadership and governance are committed to promoting social solidarity and the Common Good through our commitment to social justice, enhancing opportunities, collaboration, and adding value to the lives of our students, staff, and University community.



Our Catholic values are our compass. We will make a vital difference to all who engage with us. From our roots of inclusivity, care, and integrity we will shape a University fit for the future.

A University whose students, staff and alumni **shape the places** where they live, work and study.

A University where a focus on skills helps learners **make an impact and find purpose** through public spirit and enterprise.

A University where learners are on a journey to **create and inquire**.

A University where **social justice** means we aim to be diverse, equal, and inclusive.

A University which puts its heart into **wellbeing, health, and welfare for all**.

A University where every single one of us counts as **a name and not a number**.



Values

Rooted in our Catholic heritage, our core values define us as a University, and we seek to uphold them in all that we do.

Dignity and Care

We value the wellbeing, dignity, and contribution of each person by nurturing a community where students and staff can reach their full potential.

Solidarity and Service

We promote the Common Good by widening opportunity and participation, forming outward partnerships, and by making a positive contribution to society.

Honesty and Integrity

We uphold truth, honesty, and integrity, fostering personal and collective accountability by stewarding our resources well and cultivating an awareness of our responsibility for the environment and the communities around us.

Respect and Inclusivity

We demonstrate our inclusivity by promoting equality in the opportunities we offer, in the right of everyone to contribute and by cultivating a safe community rooted in a culture of mutual respect.

Knowledge and Excellence

We aspire to stimulate keen scholarship and the pursuit of academic excellence by providing the highest standards of teaching, learning and research and by continuously improving on our performance.



Our hallmark will be as an enterprising anchor institution where social justice is at the core of who we are and what we learn. We commit to equality, diversity, and inclusion in all we do.

We will create new ways of linking to our City Region. Partnering will help our students to thrive: through work, volunteering and learning insights.

On our Horsforth campus, or through our partner colleges in the UK and around the world, we will develop rounded learners.



Our learners will leave with skills passports to take into the many careers and quests they pursue. They will be ready and prepared for lifelong learning. They will contribute to a Leeds City Region which is creative, fun and caring.

In this Strategic Plan we explain how we will grow and sustain our Leeds campus base. We also set out our plans to expand student numbers through our partnerships. We expect to grow our international links and make these part of our students' learning journeys.

We will make our Strategic Plan work through four thematic Pillars. Each will have an action plan, linked to the University's enabling strategies. Each Strategic Pillar has a clear role to play in achieving our Vision by 2026.



Strategic Pillars

Education and Experience

Leeds Trinity's student experience will be unrivalled in the higher education sector. Our students will engage in depth with their learning. Our approaches will stimulate curiosity and inquiry.

Students who join us will always feel part of an extraordinary community. They will be a name not a number. They will flourish as individuals and in cross-disciplinary teams. They will partner with us to co-create the curriculum. They will challenge us to innovate in our teaching and learning.

People and Sustainability

We care about our people. We know that professional development helps people to feel fulfilled. Personal growth increases health and wellbeing. This leads to better outcomes for our learners. It creates a caring community.

Our care for the environment means that our campus will be greener. The learning environments we offer, including through our partners, will put human connections first. This will happen through digital channels and through physical spaces. We will achieve all of this through being financially stable.

Research, Impact and Innovation

We will advance knowledge to help people and society. Our social partners will challenge us to innovate and make an impact. We will enable our students to contribute to society through their own applied research, and our work will enrich our teaching. Our practice and our research will cross disciplinary boundaries as we collaborate. We will innovate as we grow our commercial partnerships.

We will inform public debate, engaging and helping communities to make sense of the changing world around us.

Careers and Enterprise

As a career-led university, our students will be sought by employers and society.

Our graduates and staff will shine through skills that mark them out as both local and global citizens.

They will be effective as social and cultural entrepreneurs as they build their careers.

Digital Futures and Leeds City Region

Through all four of our Strategic Pillars, our use of digital technology will enable a cultural transformation of the way we work, study, and connect within the University and with our external stakeholders.

We will engage with our partners and build our profile in the Leeds City Region. This will bring opportunities for our learners. It will also increase our influence and impact as an anchor institution.



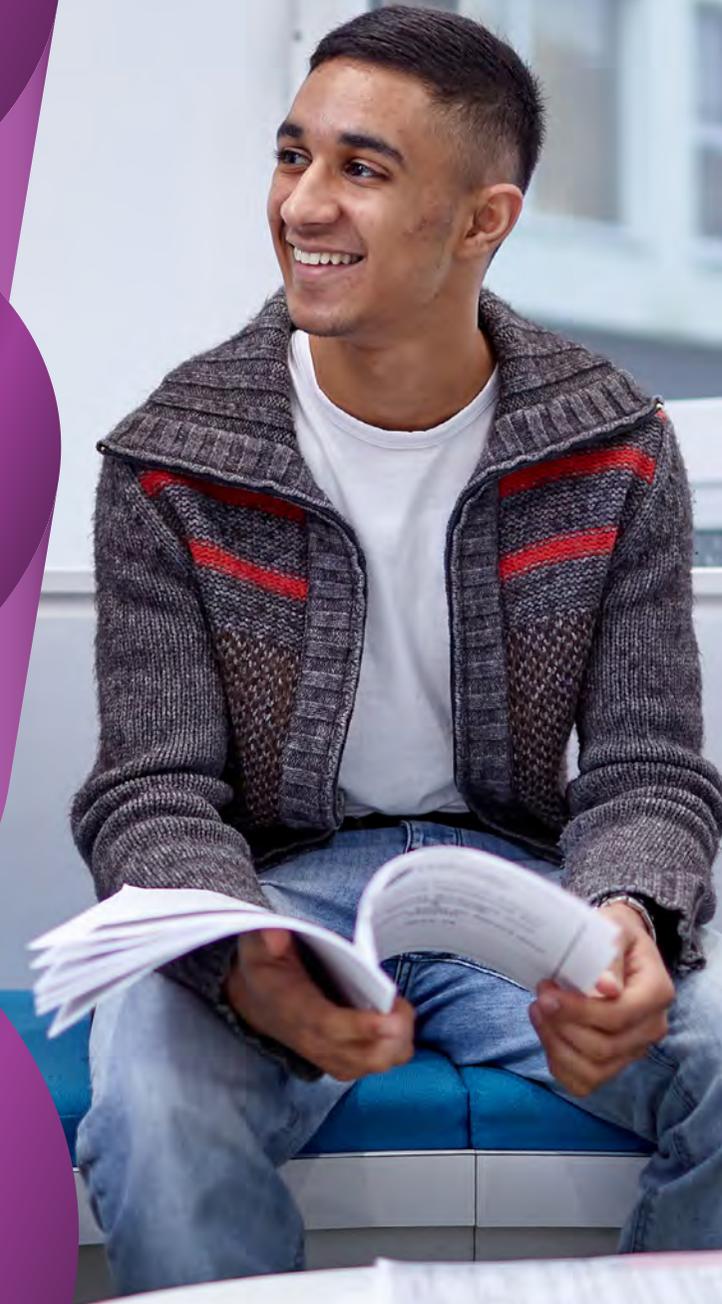
Education and Experience

Leeds Trinity's student experience will be unrivalled in the higher education sector. Our students will engage in depth with their learning. Our approaches will stimulate curiosity and inquiry. Students who join us will always feel part of an extraordinary community. They will be a name not a number. They will flourish as individuals and in cross-disciplinary teams. They will partner with us to co-create the curriculum. They will challenge us to innovate in our teaching and learning.

Excellent teaching is at the core of what we do at Leeds Trinity. This will become even more personal and individual. It will be driven by students' needs. Students' journeys of learning will lead them towards their career of choice.

We will listen, in a spirit of partnership, to the voices of our learners. At the heart of this partnership, and with the support of our Students' Union, will be a student charter. This will set out clear and mutual responsibilities between learners and the University.

Our curriculum will be driven by learning which is built around inquiry. Students will collaborate across disciplines. They will work with us to co-create their courses. We will invest in enabling our staff as strong and active partners in students' development. We will offer clear learning support for our students. We will design our curriculum to promote success amongst all students.





Social justice is a key ambition. Our focus on diversity and widening participation means that we will enable all our entrants to achieve their full potential. We will be renowned as an inspiring role model for inclusivity.

Our students will have the opportunity to engage with academic staff and their research. They will also play a leading role in working on employer-led projects. They will have sector-leading placement opportunities.

We will encourage students to develop a global mindset. They will take up international study, projects, or placements in their courses. They will be flexible in how they pursue their careers. They are likely to embrace many kinds of employment during their lives.

Our partner institutions will be crucial to meeting needs through our courses. We will work both locally and globally with them to ensure our work together leads to success. Career transitions and lifelong learning will become central to how we help our partners and their learners.

We will support employers large and small to develop their workforce. This will mean more opportunity for young people through Higher and Degree Apprenticeships. We will find new ways to build talent from disadvantage.



Strategic Objective 1

Transform our student experience through placing partnership and inclusion at the heart of how we teach.

Signs of our success by 2026:

- ✓ **Outstanding learner feedback** on the student experience
- ✓ **Increased diversity** of our student population and staff base
- ✓ Staff **qualified** in and **committed** to teaching
- ✓ Excellence in **widening participation** and **attainment**
- ✓ A fully developed **24/7 campus**
- ✓ **Public recognition** of our outstanding teaching

People and Sustainability

We care about our people. We know that professional development helps people to feel fulfilled. Personal growth increases health and wellbeing. This leads to better outcomes for our learners. It creates a caring community. Our care for the environment means that our campus will be greener. The learning environments we offer, including through our partners, will put human connections first. This will happen through digital channels and through physical spaces. We will achieve all of this through being financially stable.

We can only excel through the quality and commitment of our people. We will support our staff through the changes we expect to see during the life span of this Strategic Plan. People come first. We want talent to flourish. This begins with supporting our staff in making this Strategic Plan work. We will build a culture where we respond and act fast when we see new opportunities.

Our vision is for a working climate where we discuss physical and mental health openly. Gains in wellbeing and welfare will change how people work. They will also contribute to social justice in a community which will become more diverse.



We envisage a green, vibrant, and exciting campus. We commit to reducing our carbon emissions. Working without paper will play its part. Our curriculum will align with the United Nations Sustainable Development Goals. This means that all our degree courses will include education for sustainable development. Our students will tackle challenges that link to the issues critical to our planet. In doing so, they will become outward-facing and globally minded.



Over the course of the next five years, our financial growth will be significant. We will work on a larger scale. We will build a stronger profile, in our region, in the UK and globally. More of our students will be based at locations away from Leeds. Our franchises with partner colleges will grow, along with our international links. We will also increase numbers, including international students, on our Horsforth campus. Through Digital Futures, we will connect local students with global peers. Leeds Trinity's learners will collaborate across the world. Our digital platforms will help make this happen.

We will invest in growth in our subject areas through what we learn about demand. Dialogue is key with both employers and students of the future.



Strategic Objective **2**

Stand out as an employer who shows the value we place on our people in creating an outstanding experience for our learners.

Signs of our success by 2026:

- ✓ **An inclusive, open, and collaborative staff experience** that ensures our people are able to operate to the highest standards of performance
- ✓ **The best people, and a developed and established infrastructure** that enables our staff to thrive in the delivery of a first-class student experience
- ✓ Based on our distinctive Catholic foundation, openly demonstrated values and clarity over how we **embrace diversity, inclusion and deliver personal growth** of our staff and students

Strategic Objective **3**

Make gains in health and wellbeing key to our identity.

Signs of our success by 2026:

- ✓ **Improved student retention and progression** through health and wellbeing
- ✓ **Employee opinion responses** highlighting that our people see how their wellbeing sits at the forefront of what we do
- ✓ **Recognition** for our pioneering work in health gain

Strategic Objective **4**

Create a sustainable environment in all aspects of how and where we work.

Signs of our success by 2026:

- ✓ **Net zero carbon emission** achieved for Scope 1 and 2 by 2030
- ✓ **Education for sustainable development** embedded into all our degree courses
- ✓ **Growth** in total numbers of learners and annual income
- ✓ **Diversified** income sources

Research, Impact and Innovation

We will advance knowledge to help people and society. Our social partners will challenge us to innovate and make an impact. We will enable our students to contribute to society through their own applied research, and our work will enrich our teaching. Our practice and our research will cross disciplinary boundaries as we collaborate. We will innovate as we grow our commercial partnerships. We will inform public debate, engaging and helping communities to make sense of the changing world around us.

We will increase the economic, social, and cultural impact of our activities. We will reach the communities we serve, and a wider public audience. We will use our creativity to support, enrich and regenerate. We will measure our success in reach and value. To achieve this, we will create and support innovative opportunities for our people to engage. Many of these will be identified and led by our students.

We will equip our students to focus on complex, creative and innovative real-world research projects, and to regard themselves as producers of knowledge and understanding. They will work across disciplines. They will build capabilities that set them apart as Leeds Trinity thinkers and changemakers, using evidence to make difficult decisions.



Our students will have a vital role to play in Knowledge Exchange (KE): both during their time at Leeds Trinity University, and beyond. They will leave us as confident graduates with the skills and knowledge they need to contribute.

Our staff will develop and grow a culture of creativity and innovation. We will invest in them as people and colleagues to maximise their impact in this ambition. Our researchers will come from the whole University. Our research will recognise mobility and the diversity of places, people and ideas that lead to genuine change. We will invest in research sustainably.



We will make clear what research is in the University, and what this means for improving our assessment of research. This will include a clear picture of what “better” looks like, and how research and KE best fit with teaching and learning priorities and funders.

We will build a Positive Research culture that champions inclusivity and a creative and collaborative approach. We’ll support the research and KE capacity of our academic, professional staff and practitioners. By continuing to grow the quality, capacity, and scope of our research and KE, we will increase our institutional reputation for research which leads to applied solutions to regional and societal challenges. This will include applications to professions in the public service sphere.



Strategic Objective 5

Grow our local and global influence through the real-world impact of our knowledge and innovation.

Signs of our success by 2026:

- ✓ **Increased quality and income** through the Knowledge Exchange Framework and Continuing Professional Development
- ✓ **Recognition for our economic and societal impact**, including our work in community engagement
- ✓ Achievement of **Research Degree Awarding Powers**
- ✓ Increased number and quality of **research outputs** and **impact case studies**
- ✓ Increased number of **research-active staff** and **postgraduate research students**
- ✓ **Embedded research/rich and research-informed teaching** into the undergraduate and postgraduate curriculum

Careers and Enterprise

From a career-led university, our students will be sought by employers and society. Our graduates and staff will shine through skills that mark them out as both local and global citizens. They will be effective as social and cultural entrepreneurs as they build their careers.

Learners will build skills with us during their journey at Leeds Trinity. They will do this through their courses. They will also have multiple opportunities to meet and work with our partner employers and local communities.

Our staff are expert in knowing our students and meeting their needs. We will invest in their ability to champion our students to be at their best.

We will create a Leeds Trinity University Career Passport to record learners' growing skills. This will be a key driver of our Digital Futures approach. The Passport will show the qualities students strengthen while at Leeds Trinity, and which will make them unique. Our graduates will be able to compete with their peers from other universities. The links and networks they build with us will place them well to make a difference in our City Region and beyond.





We will meet the needs of mature students and those in work through part-time study routes. Progression will be possible for learners from all backgrounds. This means taking modules that offer mini qualifications in themselves. These 'micro-credentials' are the building blocks of skills and success.

Our work placement model will extend our links with employers, who will also shape our real-world curriculum. They will feed into our courses and offer live projects for our students. From their experiences, students will make choices about their future work and study. Many will start up their own businesses.

We'll support our alumni with follow-on learning and career development. This will include online resources and webinars.

The gains learners make with us will not only be in work and skills. They will also gain in their health and wellbeing. Leeds Trinity is the kind of university where everyone counts, and where our students' welfare is key.

We will build careers at work. For our own staff, this will mean access to training, mentoring and coaching. For our regional partners, we will set up professional development that meets their needs.



Strategic Objective 6

Develop our learners for careers of the future through work experience and the skills to promote themselves in a changing world.

Signs of our success by 2026:

- ✓ **'Career passports'** and career and enterprise skills embedded throughout the learner journey in support of student employability and career prospects
- ✓ **Extensive take-up of placements, work experience and internships**, through maximised availability and accessibility of opportunities
- ✓ Recognition for **graduate employment/progression** to further study
- ✓ Increased numbers of students in **graduate-level jobs**
- ✓ Increased numbers of students who **create their own businesses**
- ✓ **Increased engagement by employers** in informing and developing our curricula

Digital Futures

Through all four of our Strategic Pillars, our use of digital technology will enable a cultural transformation of the way we work, study, and connect within the University and with our external stakeholders.

We will harness digital technologies to benefit our students. This will mean new approaches to how we learn and teach on campus. It will also help us reach new audiences: global and professional learners who can access our courses online.

Staff will be able to make learning bespoke for each student. We will make assessment link to real world needs. Students will do this using online systems that meet the standards of modern industries. Data will help us find students who may be at risk with their progress. This will allow us to intervene early with support that works.

Digital will help us work differently. We'll use information to develop the University strategically. Our efficiency will increase as we integrate our corporate systems. This will give staff more time for higher-value activities.

Technology will enhance and sustain our estate. Students and staff will enjoy learning and working in spaces that inspire them. Our researchers will have the systems and resources they need to work on solutions to global challenges. This will let them engage with counterparts around the world. Their impact will grow as they share their research outputs.

Our graduates' digital skills will be sought by employers and society. They will support the Leeds City Region's aim to be at the heart of the fourth Industrial Revolution.



Leeds City Region

We will engage with our partners and build our profile in the Leeds City Region. This will bring opportunities for our learners. It will also increase our influence and impact as an anchor institution.

Our commitment to our City Region will be bold. We will buy from local, sustainable providers. We will invest and retain more spending in and around Leeds. By encouraging agile working for our staff, we will be friendly to communities. We'll be kinder on the environment.

City Region residents will have access to our courses, and to careers in the University. We'll play our part in encouraging our people to volunteer. As our students and staff share our practices with our community, we'll help local people to be socially mobile.

Being an anchor institution means that our civic role is core to what we and our partners do. We'll collaborate with businesses around research and knowledge exchange to help them innovate. We'll engage with local agencies to build economic development and productivity. We have a strong part to play in forming new businesses and meeting skills needs.

We will also share our resources with the community and the region. We'll encourage local people to take part in designing the process and systems that influence their lives. Our work with community and voluntary organisations will build and modernise the City Region.



Integrating all our work

We will succeed in implementing our Strategic Plan by aligning its strategic objectives to the key work of organisational sub-strategies.

The committees and working groups leading these sub-strategies will provide the deliberative spaces for detailed ownership and operationalisation across and between functional areas of the University's structure. They will report periodically on their work to the University Executive and to Academic Board.

The list of sub-strategies comprises:

- ✓ Digital and Information Services Strategy
- ✓ Equality, Diversity, and Inclusion Strategy
- ✓ Estate Strategy
- ✓ Financial Strategy
- ✓ Learning and Teaching Strategy
- ✓ Marketing and Recruitment Strategy
- ✓ Partnerships and International Strategy
- ✓ People Strategy
- ✓ Regional Impact Strategy
- ✓ Research and Innovation Strategy
- ✓ Sustainability Strategy

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