

Strategic Plan Overview

2021-2026

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

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

Strategic Objective **1**

Strategic Objective **5**

Strategic Objective **2**

Strategic Objective **3**

Strategic Objective **4**

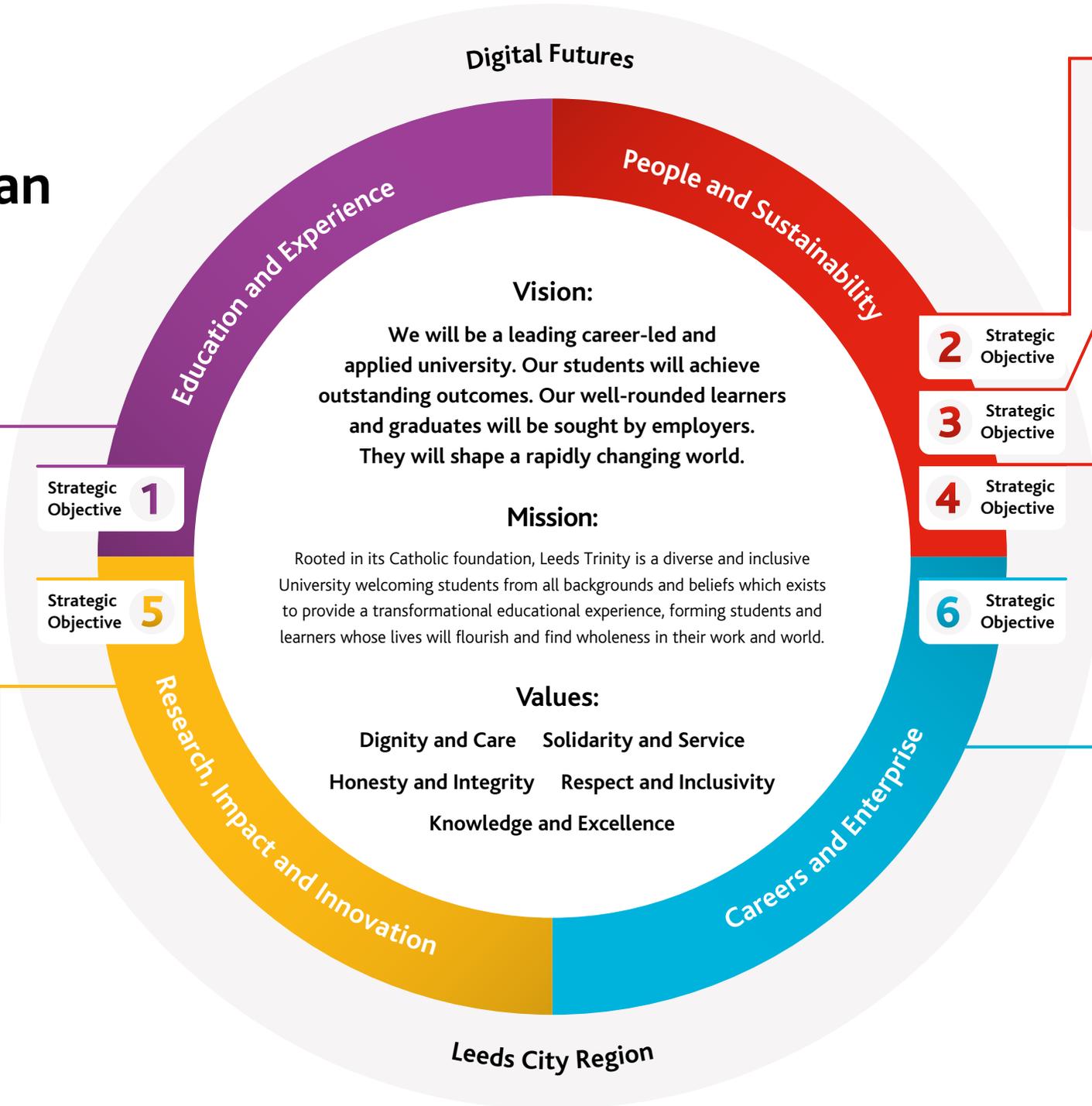
Strategic Objective **6**

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

Make gains in health and wellbeing key to our identity.

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

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



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

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.

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.

How we will measure success

Education and Experience

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

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

How we will measure success

Research, Impact and Innovation

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

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

