



Leeds Trinity  
University



# Strategic Plan 2014 - 2019

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# Strategic Plan 2014-2019

## Introduction and Contextual Statement

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Leeds Trinity University will continue to succeed through our focus on providing outstanding, student centred higher education. Leeds Trinity University is a diverse community where learning, led by research and professional practice, is at the core of what we do and in which our students and staff develop as individuals.

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This strategic plan is aspirational and forwardlooking. It both builds upon Leeds Trinity University's successes and looks forward to opportunities for future growth. In addition to continuing to be a provider of outstanding education, we aim to be recognised as one of the best providers of teacher education and one of the leaders in pedagogic practice in the country.

Leeds Trinity University has achieved a great deal in recent years. After having been awarded the title of University by the Privy Council in December 2012, we have increased our undergraduate student applications by 78 percent. The recently enhanced course portfolio enables the University to offer undergraduate and postgraduate courses across a wide range of subject areas and includes both foundation and accelerated degree provisions.

We have significantly improved the quantity and quality of our published research. This commitment to research is exemplified by our submission to the Research Excellence Framework (REF) 2014; compared with the Research

Assessment Exercise in 2008, almost twice the number of staff were submitted, covering a greater number of Units of Assessment. We have enhanced our reputation for the delivery of initial teacher training, and we have maintained strong teacher education provision at both undergraduate and postgraduate levels.

We work in partnerships with over 2,000 businesses and continue to provide compulsory placements and optional volunteering opportunities for all of our students. We have increased our number of international partners, helping us to offer opportunities for staff and students to engage at a global level. We have invested over £15 million in infrastructure in recent years and plan to invest a further £25 million in the near future.

Our students are among the most satisfied in the country. We have deep roots in serving our local community. The University contributes more than £54 million and 613 jobs to the local economy every year. Our success ensures our continued support of the economic growth of the region.



The University is financially stable; has a modern campus with excellent teaching, learning, living and social space for students and staff; and is established as a key member of the local and regional Catholic community.

This strategic plan has benefitted from an extensive period of consultation with our students, staff, governors, alumni and external partners. We firmly believe that because of our commitment to the individual personal development of our students, Leeds Trinity will be even more successful in the future. The voice of our student body is central to our decisionmaking processes, enabling us to succeed and achieve our goals.

Our staff members are our greatest asset, and we are committed to providing them with opportunities to develop in much the same way that we do for our students. In order to achieve our strategic goals, we will continue to invest in our staff and infrastructure.

We believe that we will achieve our strategic goals by retaining our commitment to academic excellence, maintaining a financially sustainable business model and developing and investing in our students, employees and infrastructure - but above all, by remaining true to our heritage and Catholic values.

Professor Margaret A House  
Vice-Chancellor

Mr Ian Burrell  
Chair of the Board of Governors

# Characteristics of the University

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At Leeds Trinity University, we can trace our origins back to two Catholic teacher training colleges: Trinity College and All Saints College, founded by the Passionist Sisters and the Catholic Education Council in 1965. Their mission was to provide the best educational opportunities possible for the children of the poor and to actively support social justice - aspirations that Leeds Trinity still maintains. Over the last 50 years, the institution has evolved and developed, but our Catholic faith foundation remains central to our activities and is enshrined within our legal objects.

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Our community is characterised by a genuine commitment to inclusiveness and a respect for all faiths and beliefs, resting in the Church's recognition of the intrinsic dignity of every person and supported by universal human values. Leeds Trinity considers the presence of staff members and students who belong to other Christian denominations or religious traditions, or who do not profess a faith, to be a source of enrichment.

Our engagement with the community is formed by both our Catholic identity and the need to be outward- and forward-looking, aiming to utilise our intellectual capital and resources to benefit our students in the wider community. We are dedicated to promoting justice and peace, challenging prejudice and discrimination and embracing diversity. Our educational provision and other activities are continually shaped by our desire to develop talent to the full and address disadvantage in all its manifestations.

Our University is part of an academic tradition that celebrates the capacity of human reason to understand reality. Our approach to education and training exemplifies the centuries-old Catholic tradition of celebrating human knowledge, which proceeds from an appreciation of the dignity of the human person

and the need for vigorous, respectful and charitable dialogue in the pursuit of truth. The University upholds academic freedom as a prerequisite of authentic learning.

We will be known for our contribution as a community partner. This is particularly important where the partnerships have a direct benefit to our students, such as with employers, schools and other educational partners both domestically and internationally. We are dedicated to the development of individuals as whole persons - aware of the world in which they live, and informed, active and able participants in the ongoing exchange of ideas that distinguishes human society. This emphasis upon the individual defines our philosophy of education.

Sustained attention is given to the unique abilities and needs of all students so that they may realise their potential and find joy in engaging their specific subject area, irrespective of their background or route to higher education. Learning takes place within a vibrant and supportive academic community in which the values of cooperation, intellectual freedom and pastoral care are especially prized. Our students are provided with a sense of vocation so that they may use their skills and knowledge to contribute to the betterment of society.

*“ You're a name, not a number at Leeds Trinity. This was very important to me - I liked the fact that I could ask any lecturer for help, and I'd get it. You work in small groups, too, so you do get the one-to-one advice that you need. ”*

Cassie Irving, 2014 Journalism Graduate

# Our Vision, Mission and Values Arise from These Ambitions

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## Our **VISION** is to be

Renowned for developing socially impactful, highly employable individuals through pioneering, research-led learning and teaching.

## Our **MISSION** is

Guided by our Catholic identity and faith foundation. We provide an exceptional educational experience in a diverse community. We are committed to the promotion of dignity, respect, social justice and equality in order to deliver positive social and economic impacts.

Our **VALUES** of dignity, respect, social justice and equality are lived out and evidenced by:

- striving for excellence in all that we do;
- being a compassionate, respectful and inclusive community that embraces diversity;
- acting with integrity and transparency;
- encouraging dialogue and collaboration.



*The future strategic development of Leeds Trinity University will be concentrated on providing the best possible experience for our students, with an emphasis on ensuring that students are engaged in the learning process and achieving their potential.*

## Graduate Attributes

Leeds Trinity University graduates will be confident individuals, able to make a significant contribution to society. They will be comfortable with knowledge that lies at the boundaries of their discipline, understand the connections between different disciplines and be able to collaborate across disciplines in professional teams. Their professionalism will be underpinned by a clear understanding of ethical practice.

## Student Experience

The future strategic development of Leeds Trinity University will be concentrated on providing the best possible experience for our students, with an emphasis on ensuring that students are engaged in the learning process and achieving their potential. We will continue to develop our strength as a provider of outstanding education by providing a transformational educational experience in a personal and supportive environment. We will provide learning that takes account of the individual and is responsive to different learning styles and the different ways students achieve their best.

We will seek to maintain, refresh and enhance our course offerings. The curriculum will continue to be driven by a focus on employability and, increasingly so, internationalisation in order to enhance student mobility. We will develop and expand our postgraduate portfolio to enable our existing students to progress to postgraduate study and to attract new students, both from the UK and overseas, to the University.

It is important that our students and staff have opportunities to meet, study and work with people from different backgrounds. We will continue to widen access and participation by offering places to all who may benefit, and we will broaden our international partnerships. We expect to see our student profile reflect this priority. As our students become our

alumni, we will continue to develop our relationship with them in order to add value to our curriculum and student experience.

We are proud to be a Catholic Foundation University with a strong community ethos engaged with students, staff, schools, businesses and the local community. We know all of our students by name and support the development of each student as an individual. We are, and wish to remain, a single campus institution with a strong community identity and spirit. We believe this makes us both distinctive and attractive as a place to study, work and live.

Significant recent investment in our estate infrastructure has provided excellent-quality facilities. This high standard will be maintained and improved when required to support student growth and further development.

Financially, we need to operate efficiently and effectively in order to generate the surpluses required for future investment. Academic excellence and financial sustainability are at the heart of this strategic plan.

The student voice is a vital part of our decision-making processes. We will continue to listen to our students and ensure that their views are truly at the centre of everything we do.

*“Leeds Trinity doesn't just push students to do their best academically - it spends a lot of time ensuring the development of employability in all its students. With the job markets as they currently are, it really isn't enough to have a good degree anymore. Leeds Trinity has definitely recognised this and ensures that it gives its students the tools they need to finish university with the best possible chance of gaining graduate employment.”*

Sarah Benson, 2014 Business and Management Graduate

*We will distinguish ourselves in the market and demonstrate that we are providing first-class education and career opportunities.*



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## Our Ambition for the Next Five Years

Sound vision, strong and enduring values, demanding but realistic ambitions, and wise choices are all required to ensure the success of the University going forward. We will distinguish ourselves in the market and demonstrate that we are providing first-class education and career opportunities. In the new higher education landscape, we will cultivate our reputation as a university by exceeding our benchmarks for student satisfaction, attainment, progression, completion and employability, while enhancing our international research and knowledge transfer activities, in order to achieve our research and enterprise ambitions.

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We will continue to develop sustainable partnerships with strategic providers in the UK and overseas; work even more closely with businesses and the voluntary sector to develop additional opportunities for our staff and students; and develop additional income streams to ensure financial sustainability. We will seize opportunities for growth when sustainable.

We will seek to increase our enrolment of both UK and international students, making best use of the relaxation of the student number controls. We will achieve all of this while maintaining high educational quality and standards and building upon our strong governance, leadership and financial foundations. We will seek recognition for excellence in all subject areas. In particular, we aim to be recognised as one of the best providers of teacher education and one of the leaders in pedagogic practice in the country. We will work in partnership with schools and others to ensure that Leeds Trinity engages positively with the current changes in Initial Teacher Education and Continuing Professional Development.

We will continue to maintain research excellence across the University and prepare for a submission to the REF in 2020 in more subject areas than submitted

to in 2014. We will expand our areas of distinction in research and further enhance our research culture. Our teaching and learning will be led by research and professional practice.

We will continue to shape and support our workforce by ensuring that the skills and knowledge of our staff as teachers, researchers, managers, administrators and practitioners are continuously refreshed, nurtured and utilised to ensure that all are able to maximise their potential and contribute fully in delivering the best possible experience for our students.

Leeds Trinity University is committed to contributing to the economic output of Leeds City region. Specifically, we will contribute to the development of such key industry sectors as Financial and Professional Services, Health and Life Sciences, Creative and Digital, and Food and Drink through the internal and external collaborations of the Departments of Journalism, Business and Media, Sport, Health and Nutrition, Psychology and the Humanities. We will continue to stimulate economic output through our research and prepare graduates with employable skills gained through work placements with the region's businesses and industries.



# Our Strategic Goals

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- 1** Consolidate Leeds Trinity University's position as a provider of outstanding education, developed and delivered in partnership with our students, business and industry, led by research and advanced practice.
- 2** Lead, through strategic partnerships with schools, colleges, businesses, and voluntary organisations, the raising of educational aspirations in the region and provide a variety of routes to, and modes of accessing, higher education.
- 3** Create a strong, vibrant and sustainable research culture that guides our teaching, enables research excellence and enhances our academic reputation and credibility.
- 4** Establish business partnerships and collaborations for the delivery of knowledge exchange, consultancy and professional services in order to drive economic growth in the region.
- 5** Internationalise the campus, curriculum, outlook and experience of our students and staff.

Consolidate Leeds Trinity University's position as a provider of outstanding education, developed and delivered in partnership with our students, business and industry, led by research and advanced practice.

## Goal 1

We acknowledge that excellence in teaching and the provision of a first-class student experience will always be our highest priorities. Across all of our programmes, we recognise the value of working with employers and with professional bodies to offer and deliver academically outstanding undergraduate and postgraduate programmes that are highly relevant to the workplace. Our portfolio must be cutting edge, regularly refreshed, meet the demands of our students and the region's employers and deliver the skilled workforce required, while meeting the highest standards of academic and intellectual excellence. We will develop and enhance our postgraduate provision to provide progression opportunities for our undergraduate students and attract new students to the University. We will continue to develop and expand our teacher training partnerships.

We will utilise innovative learning, teaching and assessment practices that are led by research, scholarship and advanced practice, making best

use of technology to support blended learning and varied modes of delivery. Students will be supported in performing to the best of their ability and encouraged to take an active part in the development of their own learning. We will maintain a commitment to delivering an exceptional and transformational student experience, setting rigorous expectations for student performance and exceeding national benchmarks for student retention, progression, completion and achievement. Employability is fundamental to our academic courses and the success of our graduates. We will create opportunities for students to engage in work placement, voluntary work, and social experiences that promote personal development. We will work to continually develop partnership arrangements with employers for the provision of internships and other workplace experiences for our students. We will support our students in the development of their own entrepreneurial ideas, developing their business skills and financial awareness.

## Priorities

- Ensure we have a market-relevant academic portfolio.
- Establish ourselves as leaders in the development and delivery of outstanding teaching, led by research, scholarship and practice.
- Maximise the retention of all students and enable them to achieve their full potential.
- Enable students to engage meaningfully with the University and its decision-making processes.
- Enable our graduates to achieve high rates of progression to employment, self-employment or further study.

*“Academically you are challenged, but supported in ways that mean this challenge is more than achievable. Leeds Trinity students are very sought-after in the field of education, because employers are aware of the high levels of skill, knowledge and confidence we gain.”*

Lucy Dabner, 2014 Primary Education graduate

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Lead, through strategic partnerships with schools, colleges, businesses, and voluntary organisations, the raising of educational aspirations in the region and provide a variety of routes to, and modes of accessing, higher education.

## Goal 2

We believe in the power of education and knowledge and in widening the availability of higher education to all with the ability to succeed. This means playing an active role through strategic partnerships with schools, colleges, businesses, and voluntary organisations in order to raise educational aspiration among socially and economically deprived communities in the region. We will provide a variety of routes to, and modes of accessing, higher education in response to student and employer demand. In so doing, we will jointly make a lasting impact upon our regional community, extend access to higher education and address uneven patterns of participation in education to promote equality and diversity.

We will seek to widen participation by providing a continuum of learning provision in association with schools, academies, sixth form colleges, colleges of further education and the University. In addition, we will provide multiple entry points, enabling access to, and progression through, learning opportunities in ways, times and places that meet individuals' needs. We will increase the number of opportunities for mature, part-time learners to participate in higher education and make better and more creative use of credit transfer arrangements to facilitate lifelong learning.

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## Priorities

- Address uneven patterns of participation in education.
- Provide access to learning opportunities that meet individuals' needs.

*“ Leeds Trinity University gave me confidence, knowledge, work experience and the realisation that I can achieve my goals, no matter what barriers or difficulties are in the way. ”*

Diane Sutcliffe, 2014, Working with Children, Young People and Families graduate

Create a strong, vibrant and sustainable research culture that leads our teaching, enables research excellence and enhances our academic reputation and credibility.

## Goal 3

Research, advanced scholarship and knowledge exchange are essential parts of the life, work and reputation of a modern university. Research at Leeds Trinity is inclusive and aims to push the boundaries of academic knowledge, refine pedagogy and develop applied consultancy and sector-leading professional practice. The programmes in our academic portfolio will be rooted in this research and will strengthen our academic offer within an increasingly competitive marketplace. All members of the academic staff will be supported in developing or maintaining a research profile.

Research of a high standard already exists in many parts of the University, and we will seek to continue and extend this work through the further promotion of a culture that values first-rate scholarship and

research. Attaining full University status has created new opportunities for research and research collaborations as well as to educate research students on a more extensive scale. This will underpin the University's application for Research Degree Awarding Powers.

In particular, we will seek to establish and support three Research Centres of Excellence. One of these will be the existing Leeds Centre for Victorian Studies, whilst two new centres will be created. One of these will focus on pedagogical practice and, as such, will be a centre to which all of our staff can contribute. This will enable us to capitalise on our existing reputation in learning and teaching, attracting other institutions to learn from us and adding to our standing as a university.

## Priorities

- Expand research capacity and capability and enhance our impact and reputation regionally, nationally and internationally.
- Develop world-leading research in at least three interdisciplinary research areas, one of which will be pedagogic research.
- Secure increased funding for our research activities.

*“I'd recommend studying at Leeds Trinity University because of the calibre of its staff, who are all active researchers and very committed to their students. In my discipline, the Leeds Centre for Victorian Studies is a centre of excellence with an international reputation.”*

Dr Shelagh Ward

2014 graduate - PhD on Women and Crime in Late Victorian Bradford

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Establish business partnerships and collaborations for the delivery of knowledge exchange, consultancy and professional services in order to drive economic growth in the region.

## Goal 4

Most of the challenges facing society require interdisciplinary solutions. Exchanges between academics and external stakeholders are essential to advancing knowledge in new areas and providing solutions to everyday problems. The University will support such interactions and promote interdisciplinary inquiry. We will give particular emphasis to the concept of social enterprise, bringing innovative and practical solutions to bear on some of the most difficult societal problems.

The University values enterprise both as an avenue for business development and as an attitude, encouraging imaginative and practical solutions

to current challenges. We support and encourage the development of an entrepreneurial approach amongst all of our staff members and students, and this approach informs our business partnerships and relationships. Enterprise, therefore, provides an effective link to bring together our themes of sustainability, creativity and employability.

We will make use of our research and professional practice to provide short courses for practising professionals in a range of disciplines, working to up-skill the region's workforce whilst diversifying our own income streams.

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## Priorities

- Maximise our contribution to social and economic development, working closely with key stakeholders.
- Secure increased funding from knowledge exchange, consultancy and continuous professional development (CPD) activities.

*“Leeds Trinity doesn't just push students to do their best academically - it spends a lot of time ensuring the development of employability in all its students. With the job markets as they currently are, it really isn't enough to have a good degree anymore. Leeds Trinity has definitely recognised this and ensures that it gives its students the tools they need to finish university with the best possible chance of gaining graduate employment.”*

Sarah Benson, 2014 Business and Management graduate

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Internationalise the campus, curriculum, outlook and experience of our students and staff.

## Goal 5

We will continue to embed internationalisation in the curriculum and expand the number of strategic partnerships we have with international organisations that share our ambitions, mission and values in order to increase international recruitment and international exchange opportunities for students and staff. We will ensure that our international partnerships are mutually beneficial and sustainable. We will seek to diversify our staff base to include well-qualified staff from a range of

cultures and backgrounds who will be capable of contributing to international developments through teaching, research and knowledge exchange. The increasing international agenda of the University will ensure that students have opportunities to meet individuals from a wide variety of countries and cultures and to experience study abroad. We recognise that such experience is increasingly important in our globally connected world.

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## Priorities

- Deliver growth in the number of international students.
- Establish new international partnerships, particularly with like-minded, ethos-based institutions, to provide development and learning opportunities for students and staff.
- Embed global perspectives in our programmes and further develop a culturally enriched and internationalised campus.
- Seek to ensure that our workforce is representative of an increasingly diverse student body.

*“Studying abroad has made me feel much more confident about myself and my abilities. I now know that I can go anywhere and do anything, and it’s given me a broader outlook on life.”*

Hannah Bamforth, English and History Student



## Enabling Strategies

Ten strategies have been developed to enable the delivery of the five strategic goals. These strategies all focus on providing an outstanding experience and excellent education to our students. They all directly support one or more of the strategic goals and are all interconnected; while the first five can be understood independently, the latter five are essential to the achievement of all the strategic goals.

## Strategies directly related to one or more of the strategic goals:

- Student Experience
- Learning, Teaching and Assessment
- Research
- Knowledge Exchange
- International

## Strategies supporting all of the strategic goals

- People Management and Development
- Information
- Estate and Facilities
- Marketing and Communications
- Financial

## Approach to Risk

Our Risk Register will be aligned with the goals, priorities and performance measures outlined in this Strategic Plan. The Board of Governors will consider risk reports on a regular basis.



# Strategy Map 2014-2019

<b>Vision</b>	Renowned for developing socially impactful, highly employable individuals through pioneering, research-led learning and teaching.				
<b>Mission</b>	Guided by our Catholic faith foundation, we provide an exceptional educational experience in a diverse community committed to the promotion of dignity, respect, social justice and equality in order to deliver social and economic impacts.				
<b>Values</b>	Our <b>VALUES</b> of dignity, respect, social justice and equality are lived out and evidenced by: <ul style="list-style-type: none"> <li>• striving for excellence in all that we do;</li> <li>• being a compassionate, respectful and inclusive community that embraces diversity;</li> <li>• acting with integrity and transparency; and</li> <li>• encouraging dialogue and collaboration.</li> </ul>				
<b>Goals</b>	Establish Leeds Trinity University as a provider of outstanding education.	Lead the raising of educational aspirations through a variety of routes and strategic partnerships.	Create a vibrant, sustainable research culture.	Drive social and economic development through knowledge exchange, consultancy and professional services.	Internationalise the campus, curriculum and experience at Leeds Trinity.
<b>Priorities</b>	Ensure that we have a market-relevant academic portfolio.	Address uneven patterns of participation in education.	Expand research capacity and capability, and enhance our impact and reputation regionally, nationally and internationally.	Maximise our contribution to social and economic development by working closely with key stakeholders.	Deliver growth in the number of international students.
	<p>Establish ourselves as leaders in the development and delivery of outstanding teaching, led by research, scholarship and practice.</p> <p>Maximise the retention of all students, and enable them to achieve their full potential. Enable students to engage meaningfully with the University and its decision-making processes.</p> <p>Enable our graduates achieve high rates of progression to employment, self-employment or further study.</p>	Provide access to learning opportunities that meet individuals' needs.	<p>Develop world-leading research in at least three interdisciplinary research areas, one of which will be in pedagogic research.</p> <p>Secure increased funding for our research activities.</p>	Secure increased funding from knowledge exchange, consultancy and CPD activities.	<p>Establish new international partnerships, particularly with like-minded, ethos-based institutions, to provide development and learning opportunities for students and staff.</p> <p>Embed global perspectives in our programmes, and further develop a culturally enriched and internationalised campus.</p> <p>Seek to ensure that our workforce is representative of an increasingly diverse student body.</p>
<b>Enabling Strategies</b>	Student Experience; Learning, Teaching and Assessment; Research; People Management and Development; International; Information; Knowledge Exchange; Estate and Facilities; Marketing and Communications; Financial.				

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