



**Prifysgol Cymru**  
Y Drindod Dewi Sant  
**University of Wales**  
Trinity Saint David

# University of Wales Trinity Saint David **Strategic Plan 2017-22 and 2022-24**



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## Foreword by the Vice-Chancellor and the Chair of Council

The University of Wales Trinity Saint David (UWTSD) is the oldest Royal Chartered University in Wales and is proud to have as its Patron His Royal Highness, the Prince of Wales. We are part of the UWTSD Group, a multi-institutional collaborative venture owned and governed by the University, with Coleg Sir Gâr and Coleg Ceredigion as constituent colleges. The Group offers an integrated, dual sector approach to education for the benefit of learners, employers and communities. We are working with the University of Wales on the establishment of a transformed University. Our bicentenary in 2022 provides an opportunity to celebrate the historic contributions that all members of the UWTSD Group have made to education in Wales.

This Strategic Plan is presented at a time of continuing change for the University and for education more generally, and in a period of considerable uncertainty stemming from external factors. We recognise the significant challenges in the current climate. However, we enter the new planning period with confidence in the strategic direction of the UWTSD Group, and in the distinctive education that we offer on our campuses across Wales, Birmingham and London, and through our collaborative partnerships. We are proactive in seeking opportunities for development, and our capacity to work across traditional boundaries equips us well for the challenges that lie ahead.

At the heart of our Strategic Plan is a commitment to all our learners and specifically to Wales – to its culture, its heritage and its language, and to the prosperity and long-term health of its citizens. We recognise our local, national, international and civic role as a provider of higher education, and the responsibilities that we bear. As a reflection of this commitment, we have placed the seven goals and the five ways of working of the *Well-Being of Future Generations (Wales) Act 2015* at the core of our planning, and have ensured that our own aspirations are closely aligned with those expressed by the Welsh Government in *Taking Wales Forward 2016-21*.

In 2022 we celebrated the bicentenary of the University's Royal Charter, providing an opportunity for us to reflect and build on the considerable achievements of the UWTSD Group since its much more recent inception. We believe that the Strategic Plan sets an ambitious but realistic agenda, the achievement of which will be fundamental to the continuing success of the UWTSD Group and to the prosperity and resilience of the communities that we serve.

**Professor Medwin Hughes, DL**  
Vice-Chancellor

**The Venerable Randolph Thomas**  
Chair of Council



# Mission

Transforming Education;  
Transforming Lives.

# Vision

Our vision is to be a University for Wales, with a commitment to the well-being and heritage of the nation at the heart of all that we do.

Central to our vision is the promotion and embedding of a dual-sector educational system which educates learners of all ages and backgrounds, and stimulates economic development in our region, across Wales and beyond.



# Values

Through our activities we promote:

**Excellent teaching informed by scholarship and professional practice, and applied research** that influences knowledge and policy in Wales and beyond.

**Inclusivity**, by removing barriers to participation and supporting people from all backgrounds and circumstances to fulfil their potential.

**Employability and creativity**, by offering educational programmes that develop entrepreneurial and creative skills, enabling learners to have the best opportunities to gain employment and to contribute to the prosperity of their communities.

**Collaboration through strategic relationships**, working with others to provide educational and commercial opportunities and to ensure that Wales is connected to the wider world.

**Sustainable development**, by behaving in a way which ensures that the needs of the present are met without compromising the ability of future generations to meet their own needs, and by systematically embedding this principle in our approach to teaching and learning.

**The concept of global citizenship**, through the development of multi-national activities and opportunities for our learners, staff and partners.

**Wales and its distinctiveness**, through embedding the goals of the Well-Being of Future Generations (Wales) Act in all of our activities, and by celebrating the vibrant culture, heritage and language of Wales.





# Strategic Priorities

Our Values are reflected in four Strategic Priorities for the planning period:

## Strategic Priority 1: Putting Learners First

### Value

*Inclusivity*, by removing barriers to participation and supporting people from all backgrounds and circumstances to fulfil their potential.

### Value

*Employability and creativity*, by offering educational programmes that develop entrepreneurial and creative skills, enabling learners to have the best opportunities to gain employment and to contribute to the prosperity of their communities.



**The learner is central to the UWTSD Group and our commitment to providing an excellent learning experience is at the heart of our activities.**

We believe that education changes lives and, working in partnership with the Students' Union, we are committed to supporting learners to achieve their potential within learning environments that are welcoming, inclusive, supportive and secure.

### We will therefore

- Provide all of our learners with a high quality, supportive and inclusive learning experience to enable them to achieve their full potential.
- Work in partnership with our learners to encourage their full engagement with their programmes of study and their full participation in our decision-making processes.
- Offer attractive and relevant academic programmes that enable our learners to develop the skills that they need for employment and to ensure that they can, in turn, make a direct contribution to the well-being and prosperity of their communities.
- Continue to develop our portfolio of programmes that are delivered flexibly, allowing learners to access study opportunities in a manner that suits their lifestyle and commitments.
- Ensure that our policies and structures prioritise learner health and well-being and inclusion.
- Promote participation by under-represented groups, by providing accessible learning opportunities and by removing barriers to participation, ensuring that those who choose to study with us are provided with excellent support throughout their period of study.
- Continue to enhance our campuses and facilities, ensuring that learners are provided with attractive, supportive, inclusive and sustainable environments in which to study.
- Complete our Swansea Waterfront Campus and continue to enhance the buildings that we use across all campuses.

## Measures of success

Within the planning period we will measure our success through the following:

- Achievement of specific recruitment and academic success targets, to enable us to provide vibrant and viable programmes of study.
- An increase in the number of learners progressing from further education to higher education within the UWTSD Group.
- Achievement of specific targets for the recruitment and academic success of under-represented groups, including part-time undergraduate learners, learners from identified deprived areas, and learners in receipt of the Disabled Students Allowance (DSA).
- Maintenance of the proportion of our learners who achieve a good honours degree in line with sector norms.
- Learner mobility opportunities.
- Continuing improvement in our performance in The National Student Survey (NSS) and other satisfaction surveys.
- An improvement in our performance in the Graduate Outcomes survey and other measures of graduate employment.

## Key Performance Indicators

KPI 2: Academic Profile and Market Position

KPI 6: Student Experience

KPI 8: Estates and Infrastructure



## Strategic Priority 2: Excellence in Teaching, Scholarship and Applied Research

### Value

*Excellent teaching informed by scholarship and professional practice, and applied research that influences knowledge and policy in Wales and beyond.*



**Fundamental to the achievement of our Mission is a commitment to academic excellence through the provision of high quality teaching, informed by staff scholarship, research and professional practice, and delivered through methods that engage and challenge our learners.**

Building on the historical achievements of our founding institutions, we are continuing to lead on new approaches to the delivery of teacher education in Wales, working with schools to equip the next generation of teachers with the skills that they need to raise standards and inspire pupils. We are committed to improving our research performance primarily through an emphasis on applied research which has commercial potential, thus maximising our contribution to the regional economy.

### We will therefore

- Provide excellent and stimulating teaching across all programmes of study, informed by staff scholarship and professional practice.
- Provide excellent training and support for postgraduate research through the establishment of the Doctoral College.
- Support our staff to innovate and to achieve the highest standards of teaching practice, including through increased use of technology enhanced learning and the establishment of the Global Campus platform.
- Provide a high-quality digital environment and infrastructure to support the achievement of excellent learner outcomes.
- Maintain and enhance the international excellence of the research of the Centre for Advanced Welsh and Celtic Studies and other areas of research and innovation.
- Maximise opportunities for all staff and learners to engage in scholarship, professional practice, applied research and commercialisation activities.
- Maintain the high academic standards of our awards, and continue to participate in external assessments of teaching and research excellence.
- Enhance our academic governance arrangements to enable governors to make full and informed judgements about academic quality and quality assurance.

### Measures of success

Within the planning period we will measure our success through the following:

- Continuing improvement in our performance in The National Student Survey (NSS) in measures specifically related to the quality of teaching and learner challenge.
- An increase in the proportion of staff who have attained Higher Education Academy (HEA) Fellowship.
- An increase in income from research and commercialisation activities.

### Key Performance Indicators

KPI 4: Research Innovation and Engagement

KPI 7: Teaching and Learning



## Strategic Priority 3: Creation of Opportunities through Partnerships

### Value

*Collaboration through strategic relationships, working with others to provide educational and commercial opportunities and to ensure that Wales is connected to the wider world.*

### Value

*The concept of global citizenship, through the development of multi-national activities and opportunities for our learners, staff and partners.*



**The Well-Being of Future Generations (Wales) Act 2015 requires organisations to collaborate, to involve stakeholders and to integrate objectives with those of other organisations for long-term benefit.**

We recognise that working across traditional boundaries is essential to the achievement of our Mission. We are enhancing the linkages between further and higher education to create unique pathways for skills enhancement for the benefit of our learners, their communities and the economy and we welcome the opportunities for greater alignment that will be created by the establishment of the Commission for Tertiary Education and Research.

We are focused on our Civic Mission and are committed to the economic development of the region through the continuing development of our links with industry, with other educational providers and with national institutions within Wales and beyond. We aim to create opportunities through partnerships that will enable our learners to achieve their full potential and the economy to thrive.

### We will therefore

- Develop and enhance our partnerships and confederations with other institutions, to maximise higher education and progression opportunities for learners.
- Continue to work closely with regional employers to identify areas of need and to develop a skilled and educated population, including through work-based learning opportunities
- Continue to enhance our portfolio of vocational and technical awards, including through the development of additional higher level apprenticeships
- Support the economic development of the region through strategic engagement with business and civic partners
- Continue to work closely with the local authorities where we have campuses to maximise benefits through geographical partnerships
- Actively engage with public bodies and Public Services Boards across Wales, focusing on our shared commitment to the seven goals and five ways of working of the Well-Being of Future Generations (Wales) Act 2015

- Engage fully in the Swansea Bay City Region City Deal
- Develop our external engagement activities focused on economic opportunities Continue to recruit Professors of Practice to enhance our learners' access to examples of the practical application of knowledge and research
- Contribute to the international position of Wales through the Wales Global Academy and the development of high-quality, international partnerships, linked to the University's institutes
- Develop and enhance our participation in the work of the International University of Malaya-Wales
- Continue to enhance our engagement with our alumni and graduates.

### Measures of success

Within the planning period we will measure our success through the following:

- An increase in the number of learners progressing from further education outside the UWTSB Group to UWTSB higher education programmes
- Maintenance of the number of accredited programmes, and programmes developed in collaboration with employers or in response to employer demand
- Enhanced work-based learning opportunities to build our learners' skills
- An increase in the number of learners studying apprenticeships, including higher level apprenticeships, offered through the UWTSB Group
- Delivery of our obligations under the Swansea Bay City Region City Deal
- Achievement of specific targets for the recruitment of global learners

## Key Performance Indicators

KPI 3: Establishing an International Profile



## Strategic Priority 4: A University for Wales

### Value

*Sustainable development*, by behaving in a way which ensures that the needs of the present are met without compromising the ability of future generations to meet their own needs, and by systematically embedding this principle in our approach to teaching and learning.

### Value

*Wales and its distinctiveness*, through embedding the goals of the *Well-Being of Future Generations (Wales) Act* in all of our activities, and by celebrating the vibrant culture, heritage and language of Wales.



**Our location is fundamental to our identity, our history and our ambitions. A commitment to the culture, heritage and language of Wales, and to improving its social, environmental, economic and cultural well-being, underpins all of our activities.**

We work in a bilingual environment in which staff and learners are encouraged and supported to develop their language skills. We recognise and celebrate the unique position that the UWTSD Group already holds within its communities, and we seek to maximise the educational and cultural opportunities created through the integration of the University of Wales for the benefit of our current learners and for future generations.

### We will therefore

- Continue to develop and enhance our commitment to embedding sustainability in the curriculum and in all of our activities
- Continue to develop programmes and research focused on protection and enhancement of the environment and natural resources
- Contribute to the vibrancy of Welsh culture, visual arts, heritage and language through the continued provision of high-quality Welsh-medium education and activities which encourage community participation in arts, sports and recreation
- Contribute to the prosperity, security and resilience of Wales through the promotion of creative skills, entrepreneurship and tech hubs, and through supporting our graduates to start their own businesses
- Contribute to the health of Wales through continued development of programmes and research focused on physical and mental wellbeing
- Continue to champion the internationalisation of Wales by taking the best of Wales to the world and bringing the best of the world to Wales
- Safeguard the legacy of the University of Wales for future generations through Adduned Cymru – The Wales Pledge, thus ensuring that the assets serve the purpose for which they were intended
- Continue to develop and enhance the work of the University of Wales Press
- Continue to support and facilitate strategic initiatives in Welsh higher education

### Measures of success

Within the planning period we will measure our success through the following:

- Implementation of our Race Equality Plan and Strategic Equality Plan
- Recording environmental sustainability data and carbon management plan information to underpin sustainable campus environments
- Continuing to increase the number of programmes offered bilingually and the number of learners studying through the medium of Welsh
- Achievement of specific recruitment targets for the Wales Academy of Voice and Dramatic Arts
- The number of organisations offering innovative and commercial opportunities through the Swansea Waterfront and Yr Egin developments
- An increase in the number of graduate start-up companies and in the number still in business after three years of operation

### Key Performance Indicators

KPI 5: Welsh-medium



# Enablers

Achievement of our strategic priorities is dependent upon a range of supporting enablers, the details of which are set out in operational plans:



## Enabler 1: Financial Security

We seek to deliver a financially secure UWTS D Group, investing in areas of academic strength and potential, disinvesting where appropriate, and generating surpluses for future investment in areas that will benefit our learners and communities.

## Enabler 2: People

We recognise our staff as a key resource to the successful delivery of this plan, and are committed to providing an inclusive environment where individuals are supported and encouraged to reach their full potential.

## Enabler 3: Estates and Infrastructure

We are committed to the provision of a high-quality sustainable, low carbon physical environment to enhance the learner experience and support the delivery of innovative and accessible approaches to teaching and learning.

## Enabler 4: Governance

Our Council members are involved in organisational activity and are provided with high quality information and resources to inform effective decision-making.

## Enabler 5: Leadership and Management

We are committed to providing effective leadership and management that is proactive and allows us to adapt successfully to emerging opportunities and challenges.

## Enabler 6: Equality

We are committed to a more equal Wales, and we promote learning, teaching, social and working environments and practices that are accessible, fair and inclusive.

## Enabler 7: Continuous Improvement

We are committed to systematically reviewing our performance at all levels, and we continually seek to enhance the quality of what we offer and deliver.

## Key Performance Indicators

KPI 1: Institutional Sustainability

KPI 9: Staff

KPI 10: Governance

## Measures of Success and Key Performance Indicators

Our measures of success for the planning period 2022-23 are quantified through specific targets which are set and reviewed annually. We regularly assess our institutional health through our series of Key Performance Indicators.





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