



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

University of Wales Trinity Saint David **Strategic Plan** 2017 - 2022

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 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.

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

- Excellent teaching informed by scholarship and professional practice, and applied research
- Inclusivity
- Employability and creativity
- Collaboration
- Sustainable development
- The concept of global citizenship
- Wales and its distinctiveness

Strategic Priority 1: Putting Learners First

- 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
- Contribute to the creation of a more equal Wales through the promotion of 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

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

- Provide excellent and stimulating teaching across all programmes of study, informed by staff scholarship and professional practice
- 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
- Seek accreditation for new Initial Teacher Education programmes through Yr Athrofa Institute of Education
- 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 associated with the University of Wales, and in selected areas of the transformed University
- 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





Strategic Priority 3: Creation of Opportunities through Partnerships

- 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 higher level apprenticeships
- 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 such as the Tidal Lagoon
- 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 establishment of the Wales Global Academy and the development of a number of high-quality, international partnerships, linked to the University's faculties
- 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.

Strategic Priority 4: A University for Wales

- 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
- Complete harmonisation and integration following the constitutional merger with the University of Wales in 2017
- Continue to support and facilitate strategic initiatives in Welsh higher education



Enablers

Enabler 1: Financial Security

We seek to Delivering a financially secure UWTSd 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 Recognising our staff as a key resource to the successful delivery of this plan; 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 promoting 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 continually seeking to enhance the quality of what we offer and deliver.

