Strategic change – a case study

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Our institution

- Around 4k students on our Horsforth campus, 6 miles outside Leeds city centre

- Provision includes undergraduate, postgraduate taught, postgraduate research and apprentices who are registered to study as part of a full-time role with an employer

- Four UK franchise partners with around 10k students; validated degrees at two further partners

- Three transnational partners

UK context

- Significant competition for student numbers

- Government policy values science, technology, engineering and mathematics; it is critical of arts-based education and programmes which are not viewed as producing graduates who make a significant economic contribution

- The higher education sector is highly regulated and has to meet key performance thresholds set by the Office for Students

Leeds Trinity is:

- Career-led
- Values-driven
- Committed to social justice
- Committed to equity, diversity & social inclusion
- Committed to helping our students & wider community thrive

Education & Experience

Careers & Enterprise

Our strategy – built around 4 pillars

People & Sustainability

Research, Impact & Innovation

Bringing our strategy to life

10 sub-strategies – including:

- ✓ Learning, Teaching and Academic Experience
- ✓ Equity, Social Justice and Belonging
- ✓ Research
- ✓ People and Culture
- ✓ Digital and Information Services

- All sub-strategies framed around four core pillars

- All sub-strategies interconnect

- Our People and Culture Strategy spans all our working practices, the way we support and develop our staff and the environment we seek to create to thrive and succeed as a University

Bringing our strategy to life – two key projects

Portfolio change

- Focus on allied health
- Nursing and Biomedical Science our first developments

City centre site

- Central location
- Connect strongly with thriving Leeds economy

Allied health developments

- Take our academic portfolio in a new direction

- Programmes connect students with our core values of dignity, care, honesty, integrity, respect and inclusivity

- Contribute to public sector workforce

- Encourage underrepresented groups into professions with high levels of graduate employability

City centre vision

- ✓ A more attractive opportunity for increasingly informed and discerning students

- ✓ Provision of a more accessible location for commuter and working students

- ✓ Highly connected to the Leeds City Region's social and economic transformation as a £6.5bn digital economy

- ✓ Play a more significant role in Leeds City Council's inclusive growth approach

- ✓ Contribute to the civic, community and cultural agenda

Whole institution approach

Project management

Communication

Building our case

Institutional and culture change

Connection
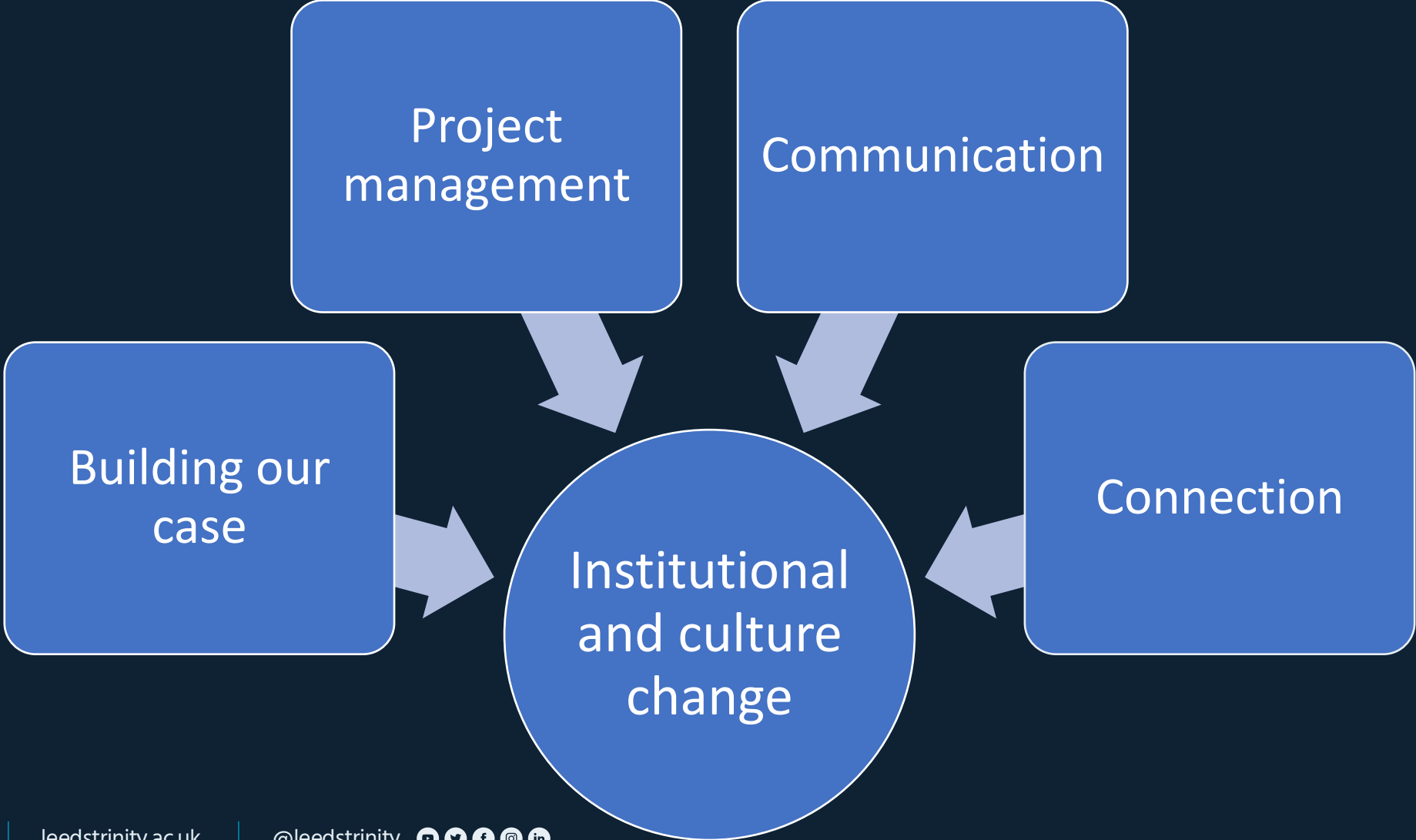
Cultural change

- Our business cases for change were developed as we emerged from Covid lockdowns

- Transformational change at institutional level was being planned as we were understanding new ways of work post-pandemic

- We were seeking to not only retain positive lessons from the pandemic – including changes to our teaching model – but also drive further change

Building our case

- Our strategic change started with data and research

- Our Executive and Leadership Team test and challenge ideas as they are shaped

- We build clear connections to regional and national agendas

- We articulate our future vision for the University to internal and external stakeholders

Project management

- Expertise to support scale and pace
- Balancing against business as usual
- Pathway to new ways of working
- Draws on lessons of pandemic working
- Agile approach
- Focus on risks and mitigations

Communication

In considering how we communicate our strategic and cultural change, we need to consider:

- Scale and complexity
- Timing
- Stakeholders
- Core messages

Connection

- Colleagues able to see their role in change

- Colleagues able understand their contribution to projects

- Colleagues able to vision their future and the future of the institution

- Teams connected to projects and vision and able to communicate to others

Values framework

- Dignity and care
- Solidarity and service
- What we mean / What we see / What we do
- Knowledge and Excellence
- Honesty and integrity
- Respect and inclusivity

Conclusion

Our strategic and cultural change will be successful if it:

- Is lived, communicated and experienced by all our staff and students

- Delivers student success

- Supports institutional sustainability

- Supports our civic and community responsibilities

- Helps us deliver sector requirements