



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

STRATEGIC PLAN

2025-2030

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INTRODUCTION



I am delighted to introduce UWTSD's Strategic Plan 2025 2030, which reflects our shared commitment to a university that is defined by its people, place, and purpose.

Our purpose is clear: to transform lives through education, innovation, and collaboration. This strategy outlines out how we will deliver financial sustainability, impact, and opportunity, ensuring that UWTSD continues to play a pivotal role in the social, cultural, and economic well-being of the communities we serve – in Wales, the UK and overseas.

Our staff, students, partners, and communities are at the heart of all that we do. Their passion, creativity, and resilience continue to shape an institution that is proud of its heritage while ambitious for its future.

Our commitment to putting learners first remains central to our mission. We will work in partnership with our students

to provide outstanding learning experiences that enable every learner to reach their full potential. We will also continue to champion the value of education, removing barriers and creating pathways for all individuals to access higher education, regardless of their background or circumstances.

And our place matters. Our campuses are embedded in vibrant and diverse communities, and we recognise the responsibility and privilege of contributing to their development. We will strengthen our strategic partnerships, innovation and enterprise activities to create opportunities that benefit society as a whole.

As we move forward, this strategy is both ambitious and grounded in our values. It represents a collective endeavour to ensure that UWTSD is not only a place of learning, but also a catalyst for positive change driven by our people, rooted in our places, and united by our purpose.

**Professor Elwen Evans, KC
Vice-Chancellor**

OUR MISSION:

TRANSFORMING EDUCATION; TRANSFORMING LIVES

We transform lives through the delivery of education, innovation and enterprise that meet society's evolving needs.

OUR VISION

We will continue to put our students and their futures at the heart of everything we do. We will be recognised as a leading provider of flexible, applied, and employer-focused, tertiary education. We will champion lifelong learning and widening participation, enabling learners of all ages and backgrounds to achieve their potential. We are proud of our Welsh heritage and will deepen collaborations with partners to address the cultural, social, economic, and well-being needs of our university communities in Wales, the UK, and across the globe.





OUR VALUES

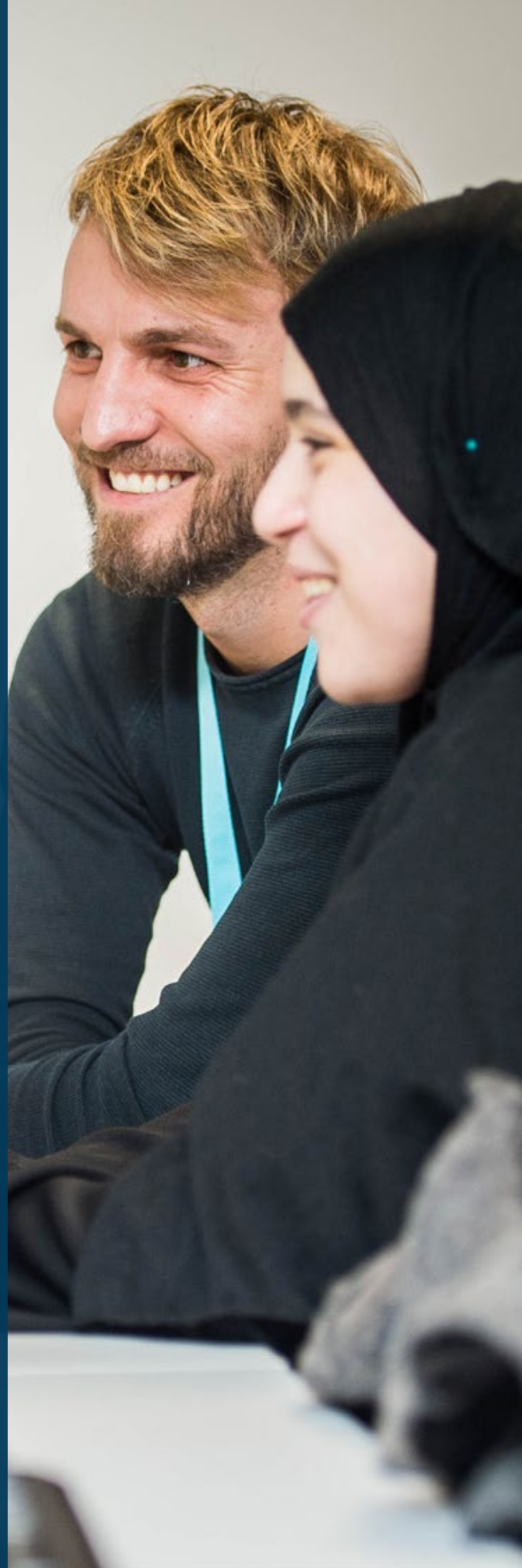
Everything we do is underpinned by our *values*:

- We are **inclusive** and take pride in removing barriers to participation to support people from all backgrounds and circumstances to fulfil their potential.
- We are **collaborative**, working with our staff, students, and partners for the benefit of our region[s] and to ensure that we are connected to the wider world.
- We are proud to **celebrate Wales** and its distinctiveness by promoting the country's culture, heritage and language.
- We are **responsible**, committed to sustainable development and to ensuring that the needs of the present are met without compromising the needs of future generations.

SUMMARY

Our Strategic Plan has been developed around **three core principles** that underpin our decision-making:

- **Our people** drive our success, and we are committed to helping them thrive.
- **Our purpose** is to create fair and accessible educational opportunities for all students, and to apply our research for the benefit of our communities.
- **Our place** is integral to our identity as a community-based university established in Wales but with national and international reach.



Our six *strategic priorities* are:

- 1.** To deliver a personalised education and student experience that puts learners first and supports them to realise their ambitions.
- 2.** To develop and maintain skills-focussed, employer-relevant programmes that meet the needs of our students and their employability.
- 3.** To harness the strengths of the UWTSD group to deliver integrated tertiary provision that supports learner progression and clear pathways through further and higher education.
- 4.** To broaden the impact of our applied, practice-led research, innovation and skills in partnership with employers to create more opportunities for our communities and students.
- 5.** To support, embed and strengthen Welsh medium study opportunities and the use of the Welsh language across our staff community, learner provision, engagement and practice.
- 6.** To secure the University's financial sustainability, enabling investment in our mission and our people.

Our priorities are underpinned by *key enablers*:

- ***People, culture and equality***, fostering an inclusive and supportive environment, support our leaders and promoting a culture that values continuous improvement.
- ***Digital and physical infrastructure***, ensuring that our digital and physical estate is fit-for-purpose.
- ***Environmental Sustainability***, ensuring a resilient and responsible institution for current and future generations.



STRATEGIC CONTEXT

This Strategic Plan is published at a challenging time for the higher education sector. The UK's universities face significant funding pressures, increased competition, reduced government support, a rapid decline in international students choosing to study in the UK, and rising operational costs. The sector is also still recovering from the impacts and legacies of the Covid pandemic.

At the time of writing, the majority of universities across the UK have announced cost-saving measures, including course closures and job cuts. The University of Wales Trinity Saint David is not immune to these challenges but has implemented measures that have, despite the pressures, put our University in a strong position. This strategic plan outlines how the University will build on this position.

We are especially proud of the progress we have made in the quality of our student experience. We are ranked first in Wales and second in the UK for student satisfaction in the Times and Times Higher Education Supplement analysis of the 2025 National Student Survey, and we are the Times and Sunday Times University of the Year for Teaching Quality 2026.



Medr, the regulatory body for tertiary education in Wales, has set out its objective to deliver a flexible and joined-up, post-16 education system that is focussed on learners' needs. Our strategic priorities map closely Medr's ambitions as well as to distinctive Welsh Government policies, including the Well-being of Future Generations (Wales) Act 2015, which places sustainability and social responsibility at the heart of university operations, and Cymraeg 2050, the strategy promoting the Welsh language.

We are an institution whose core mission is to widen participation in education and facilitate access through a variety of innovative delivery models. This includes the work of our Institute of Inner-City Learning, apprenticeship provision and community programmes. As one of the largest apprenticeship providers in Wales, we develop and deliver courses in collaboration with employers to ensure that theory and practice combine to equip students with the skills businesses need.

As a result, our programmes are based around a core portfolio of full-time undergraduate and postgraduate degrees that attract a wide range of students from mature students to traditional school and college leavers. We offer a range of routes into study and a strong support framework to enable students to balance their studies with work and family commitments whatever their background.

Our group structure, which includes further education providers Coleg Sir Gâr and Coleg Ceredigion, enables us to support integrated progression and seamless pathways from Level 3 education into Level 4, and beyond. Our FE-HE partnerships will be integral to our future strategy. We also have strong international partnerships and have opportunities to further develop these in the coming years.

Our success can be attributed to several factors, including: our staff; the level of engagement we maintain with our students; the personalised experience we offer; the supportive environment we provide, and the valued partnerships we have with the employers who shape our programmes, support our students, and pursue collaborative research and innovation with us. These strengths and experiences provide the foundation for our strategic direction and are underpinned by three core principles integral to our mission.

- **Our people** drive our success and we are committed to helping them thrive: Our colleagues, students, partners and stakeholders are at the heart of everything we do and we are committed to fostering a positive and inclusive environment where all can succeed.
- **Our purpose:** We create fair and accessible educational opportunities to equip students with the knowledge and skills they need to realise their career ambitions, regardless of their background, and we apply our research for the economic, cultural and societal benefit of our communities.
- **Our place:** We are a deeply connected, locally anchored and community-driven organisation. We are proud of our Welsh heritage as well as the ways in which we work with communities across the world.

STRATEGIC PRIORITIES

Taking account of this strategic context, this Plan sets out six Strategic Priorities that will shape our growth, resilience and impact to 2030:

- 1.** To deliver a personalised education and student experience that puts learners first and supports them to realise their ambitions;
- 2.** To develop and maintain skills-focussed, employer-relevant programmes that meet the needs of our students and their employability;
- 3.** To harness the strengths of the UWTSD group to deliver integrated tertiary provision that supports learner progression and broader pathways through further and higher education;
- 4.** To broaden the impact of our applied, practice-led research, innovation and skills in partnership with employers to create more opportunities for our communities and students;
- 5.** To support, embed and strengthen Welsh medium study opportunities and the use of the Welsh language across our learner provision, engagement and practice;
- 6.** To secure the University's financial sustainability, enabling investment in our mission and our people.





STRATEGIC PRIORITY 1:

To deliver a personalised education and student experience that puts learners first and supports them to realise their ambitions.

- Our students come from a broad range of backgrounds, experiences and countries. We will continue to provide our diverse student body with services designed to support their learning and wellbeing, and to ensure their academic journey is fulfilling and successful.
- We are committed to listening to our students and working in partnership with them to enhance their sense of belonging to our university community and support their success.
- Our commitment to ensuring that class sizes are comparatively small will remain a hallmark of our student experience, enabling us to understand and support each learner's educational needs.

HOW WE WILL MEASURE SUCCESS

SP1.1	Increase percentage of students completing their intended award
SP1.2	Increase in year-to-year progression rates
SP1.3	Maintain scores over sector benchmark in the NSS
SP1.4	Decrease the percentage of students leaving the University within their first year of study
SP1.5	Reduce the degree awarding gaps





STRATEGIC PRIORITY 2:

To develop and maintain skills-focused, employer-relevant programmes that meet the needs of our students and their employability.

- Our courses are designed and reviewed to ensure that they meet or exceed the needs of accrediting bodies, partner employers, and the changing employment landscape. We will work to ensure that all our programmes are informed by industry and employers so that our academic content has practical application.
- To enable learners to access programmes across the spectrum of tertiary education and to achieve their ambitions, we will deliver a range of flexible courses including those in collaboration with employers.

HOW WE WILL MEASURE SUCCESS

SP2.1	Completion of Curriculum Review by 2027/28
SP2.2	Development of a new Employability Strategy and subsequent implementation of the strategy
SP2.3	Launch of an Employability Service that supports our curriculum
SP2.4	Improvement in proportion of learners achieving Highly Skilled Employment in Graduate Outcomes surveys
SP2.5	Enhance student engagement with entrepreneurship opportunities

STRATEGIC PRIORITY 3:

To harness the strengths of the UWTSD group to deliver integrated tertiary provision that supports learner progression and broader pathways through further and higher education.

- Our ambition is to refine and simplify our group structure to ensure a more cohesive and effective approach governance, operational delivery and education.
- We will enhance our course offering by building clearer learner pathways across our regions, working with employers to ensure that future facing skills are embedding throughout the curriculum, including those to help build a bilingual Wales.
- We will also seek to deliver more flexible learning options, including blended learning, short courses, and modular programs to cater to different learners, including working professionals.

HOW WE WILL MEASURE SUCCESS

SP3.1	Simplified group structure to ensure a more cohesive approach to learner pathways and experience
SP3.2	Integrated governance structure across the UWTSD group
SP3.3	Completion of curriculum review across the Group's FE and HE programmes
SP3.4	Consistency of approach to student support across the Group
SP3.5	Successful registration with Medr as a tertiary education provider
SP3.6	Operational efficiencies gained from shared resources and diversified income streams
SP3.7	Increase in number of students from widening access backgrounds





STRATEGIC PRIORITY 4:

To broaden the impact of our research, innovation and skills in partnership with employers to create more opportunities for our communities and students

- By embedding co-designed research within real-world contexts, the University seeks to generate tangible impact that directly supports innovation, productivity, and regional economic development. Our approach is to ensure that research outcomes are academically rigorous while also relevant and of benefit to society.
- We will further evolve our research and innovation ecosystem to connect academic expertise with employer needs, fostering knowledge exchange and the development of practical solutions for economic growth, high-level skills and lifelong learning. At the same time, the University remains committed to nurturing its traditional research strengths.
- By integrating our rich, disciplinary heritage with contemporary, applied research, we will maintain a distinctive portfolio that contributes to scholarly debate while also informing policy and practice. This dual emphasis on innovation and tradition ensures that our research will continue to be diverse, impactful, and globally connected.

HOW WE WILL MEASURE SUCCESS

SP4.1	New research and innovation strategy focused on economic and societal impact
SP4.2	Growth in research income
SP4.3	Growth in innovation and knowledge exchange income
SP4.4	Increase in the number of start-up companies supported
SP4.5	High quality submission to the Research Excellence Framework 2029

STRATEGIC PRIORITY 5:

To support, embed and strengthen Welsh medium study opportunities and the use of the Welsh language across our learner provision, engagement and practice

- The University is committed to supporting, embedding, and strengthening Welsh-medium study opportunities and the use of the Welsh language across all aspects of our learner provision, engagement, and academic practice. Through our Welsh Language Strategy we will continue to foster an inclusive, bilingual environment that empowers learners to study and thrive in their language of choice.
- We will seek to expand our Welsh-medium offer, enhancing staff capacity to teach and support learners through the medium of Welsh, and promoting linguistic and cultural diversity.
- Through ongoing review and design processes of our curriculum, we will identify Welsh medium progression opportunities for learners within our educational offer, building pathways that increase confidence and use.



HOW WE WILL MEASURE SUCCESS

SP5.1	Increase in the number of staff, students and members of the wider community undertaking formal UWTSD Welsh language training	SP5.4	Percentage/proportion of Welsh-domiciled students undertaking 40 or more credits through the medium of Welsh
SP5.2	Number of Welsh-speaking students recruited to specified programmes of study	SP5.5	Increase in the percentage of staff with written and spoken Welsh in designated priority academic delivery roles
SP5.3	Percentage/proportion of Welsh-domiciled students undertaking 5 or more credits through the medium of Welsh	SP5.6	Increase in the percentage of staff with written and spoken Welsh in designated professional service roles



STRATEGIC PRIORITY 6:

To secure the University's financial sustainability, enabling investment in our mission and our people.

- The University's financial strategy is committed to ensuring long-term financial sustainability as a cornerstone of its strategic vision, maintaining fiscal health and creating capacity to invest meaningfully in the growth of our academic mission, research excellence, and the well-being of our people. By executing our financial strategy, we can remain agile, innovative, and resilient in a rapidly evolving higher education landscape.
- We will seek to enhance operational efficiency where necessary, by identifying and implementing efficiency measures to ensure that resources are used effectively; these measures will include digital transformation and shared services.
- We will invest capital wisely and prudently as part of the financial strategy through data-informed decision-making in the pursuit of our growth ambitions.

HOW WE WILL MEASURE SUCCESS

SP6.1	Higher of EBITDA of £13m or EBITDA Margin of 10.0%
SP6.2	Absent specific debt funding, capital spend not to exceed EBITDA less interest costs and term loan repayments
SP6.3	Return on Capital projects/spend
SP6.4	Delivery of budgeted enrolment target numbers
SP6.5	Delivery of returning enrolment target numbers
SP6.6	Expansion of TNE Provision student numbers
SP6.7	Increase in international student numbers

ENABLERS

These priorities are underpinned by key enablers:

Enabler 1:

People, culture and equality.

We will foster an inclusive and sustaining environment that attracts and empowers our staff, and which promotes a culture of continuous improvement. We will develop and equip our leaders at every level to drive staff engagement and will ensure that our governance structures are both robust and appropriate to enable us to realise our ambitions.

Enabler 2:

Digital transformation and physical infrastructure.

We will work to ensure that our digital and physical estate is fit-for-purpose and enables us to deliver exceptional learning, collaboration and innovation spaces.

Enabler 3:

Environmental Sustainability.

We will continue to embed environmental sustainability into the core mission of the University, ensuring a resilient and responsible institution for current and future generations while working towards implementing our Net-Zero Carbon targets.





STRATEGIC PLANNING

Our Strategic Plan priorities and measures of success are informed by our annual planning process and delivered through our institutional sub-strategies and plans. Our approach to investment is underpinned by our five-year Financial Plan.

We continuously monitor institutional performance and health through our Management Information presentations, Key Performance Indicator framework and reports to committees of our University Council.

