

2023  
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Liverpool Hope University

# STRATEGIC PLAN





*“Preparing our graduates to serve the common good.”*

# Welcome

from our **Vice-Chancellor**



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**Vice-Chancellor & Rector,  
Liverpool Hope University**

*Claire V.P. Ozanne*

I am delighted to be able to share with you Liverpool Hope University's Strategic Plan 2023-2028. This new five-year strategy has been developed in collaboration with our staff, students and stakeholders from across the Liverpool City Region and beyond.

The five pillars of the Hope strategy set out not only our aspirations for the future but also how we will live out our mission and values through the work we do. We are building on our 180-year history of innovation, of championing social justice and serving the region, to shape the next chapter in our development. As we approach our 20<sup>th</sup> year as an independent University this is also an opportunity to celebrate our fantastic community of staff and students, our alumni, the excellent quality of the rounded education we provide, the impact our research and scholarship has within the academy and its contribution to economic growth and social change.

Our ambitions for the next five years include growth and diversification of our student body and portfolio; building on areas of strength; ensuring that our excellent student experience is continually enhanced; further developing the rich relationships we have with international partner institutions; increasing our voice and footprint in the region; building our strong profile in research and knowledge exchange and ensuring we do all of these in a sustainable way. Our objectives and actions will be underpinned by our strong ethos and sense of community.

I look forward to working with colleagues within the University and friends and stakeholders across the Liverpool City Region as we deliver this plan together.

**P4.** Our Context

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# OUR

# CONTEXT

Liverpool Hope University welcomes all who **seek an excellent higher education**. Our educational philosophy is based on the triune quest for **Truth, Beauty and Goodness**. We are deeply committed to a culture of research and knowledge exchange and to preparing our graduates to **serve the common good**.

Faithful to our Christian moorings, we aspire to be a welcoming, hospitable and caring organisation. We invite all who work and study here to contribute to building a kind, generous and gracious community where all may flourish.

These virtues we believe support Liverpool Hope's ethos of hard work, scholarly dedication and the rounded education of its graduates.


We strive to be an anchor institution in our region; contributing to solutions for local and global challenges; to the development of a skilled and future ready workforce and to realising a more equitable society.



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Our five-year strategy will be underpinned by **five supporting strategies**:

- ▶ Digital
  - ▶ Learning, Teaching & Assessment
  - ▶ Research, Scholarship & Knowledge Exchange
  - ▶ People
  - ▶ Estates
-



The Liverpool Hope strategy is formed with **5 interlinked pillars:**

Ethos and Community

Education

Research, Scholarship & KE

Partnership and Voice

Sustainable and  
Future Ready

*“We strive to be an anchor institution in our region.”*

# Put our **values** and **ethos** at the centre of our strategy and **value each member** of **our community**.

## To achieve this, we will:

Ensure the values and ethos of Hope and the ecumenical nature of the institution underpin our objectives and actions.

Build and nurture capacity and capability amongst our staff and students, developing individuals in the round; mind, body and spirit.

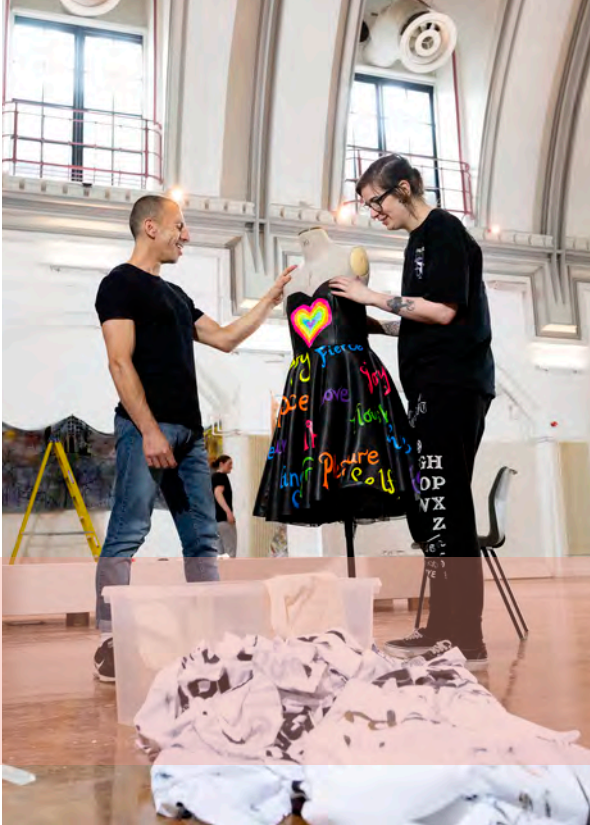
Underpin our staff and student experience with appropriate IT and digital resources to ensure readiness for the future.

Provide support and development for current and future institutional and community leaders and influencers.

Promote wellbeing and equity for students and staff; be welcoming to all, building on our values of inclusivity and respect for diversity.









# Provide education that transforms lives.

To achieve this, we will:

Foster high aspirations in our students, ensuring they develop the confidence, resilience, skills and knowledge that will enable them to succeed.

Develop and implement best practice in the delivery of very high-quality learning & teaching and student support.

Strengthen delivery on our Life-Long Learning mission, including widening access and participation and ensuring good outcomes for our graduates.

Work in partnership with our students, putting them at the centre of the University's decision making.

Ensure our portfolio of programmes is up to date, research-informed, attractive and enables our students to gain an understanding of international perspectives and to address world challenges.



# Engage in **Research, Scholarship & Knowledge Exchange** which has **impact on societal challenges.**

To achieve this, we will:

Engage in excellent research and knowledge exchange activities which underpin our teaching and our contribution to the region.

Foster interdisciplinary approaches to knowledge creation and exchange by supporting institutional themes of enquiry.

Scale-up external funding for our research and support innovation to increase our capacity to seek solutions to the challenges facing society.

Ensure effective support for researchers is in place and is appropriate for different academic career stages.

Support partnerships between researchers, with external organisations and with students as a way of building our research impact, capacity and critical mass.



# Proactively contribute to **shaping our region** and be an **outstanding partner** and interlocutor **locally, nationally** and **internationally**.

To achieve this, we will:

Contribute to setting and delivering the priorities of the Liverpool City Region in our areas of strength - including developing our work with business, the cultural industries and third sector organisations.

Enhance Hope's voice, reputation and reach locally, nationally and internationally through our engagement and communications, our people, and through alumni and partnerships.

Take a strategic and ethical approach to the development of national and international partnerships with a view to enhancing the experience and opportunities of students and staff.



# Ensure we are a **sustainable** and **future ready** institution.

## To achieve Financial sustainability, we will:

Be creative and entrepreneurial in our approach to institutional developments.

Diversify our income streams to ensure we are able to invest in the student and staff experience.

Identify opportunities for managed growth that enable us to better meet our mission.

Ensure our campuses and sites are well maintained and developed and used to support our strategic priorities creatively and effectively.

Streamline and implement better processes and systems to improve effectiveness.



## To achieve Environmental sustainability, we will:

Address environmental sustainability in the curriculum.

Embed and deliver on our carbon net zero targets across our portfolio of activities.

Steward our local environment and reduce and mitigate our footprint on the natural world.



# Strategic Plan Outcomes – in the period to 2028 we will:

Grow and further internationalise our student population.

Regain a Teaching Excellence Framework (TEF) Gold award.

Ensure that we exceed our institutional benchmarks for student continuation & completion.

Validate Hope's commitment to the experience of our students, by achieving improved National Student Survey (NSS) scores.

Ensure we are financially sustainable.



**Ensure we demonstrate excellent employment outcomes for our students exceeding our benchmarks for Full-time UG and all PGT students.**

**Significantly increase external funding for our Research and Knowledge Exchange work.**

Become a more publicly engaged University achieving the 'Engage Watermark' for Higher Education.

**Increase our overall research intensity and Grade Point Average (GPA) in the Research Excellence Framework (REF) 2028.**

Demonstrate the impact and engagement of our work by meeting the benchmark of our comparator institutions in at least 3 of the seven Knowledge Exchange Framework (KEF) perspectives.

**Demonstrate our commitment to diversity, equity and inclusion through external accreditation.**

**Validate the commitment we make to our staff, improving the percentage who believe Hope takes the wellbeing of its staff seriously.**

**Demonstrate our commitment to environmental sustainability.**





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UNIVERSITY

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2023 - 2028

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