



Lincoln Bishop
University

STRATEGY 2030

Building
a better
future,
full of
possibility

“For Lincoln
Bishop
University
people are
everything.”



Contents

Welcome to
Lincoln Bishop
University

p06

1

Welcome to
Strategy
2030

p12

2

The Strategic
Context for
Strategy 2030

p16

3

Our Values,
Mission
and Vision

p22

4

Strategy
2030 in
overview

p30

5

Our Strategic
Goals and
Objectives

p38

6

Implementation
of Strategy
2030

p54

7

STRATEGY
2030

Welcome to Lincoln Bishop University

**STRATEGY
2030**



Professor Tracy Borman OBE Chancellor

I count myself very fortunate to have grown up in such a historic city and it has undoubtedly had a profound impact on my career.

I studied for my 'A' levels just a stone's throw from the campus and had the good fortune to be taught by Judi Jones, an honorary fellow of the University. My links with the University go beyond my Chancellorship. In 2019 I was appointed Professor of Tudor History. I am also Chief Executive of the Heritage Education Trust, a charity that encourages young people to visit and learn from historic sites, which has a long-standing partnership with the University and is based on campus.

Lincoln Bishop University was founded in 1862, close to the Bailgate, one of the most historic parts of the city of Lincoln. The magnificent cathedral, founded in the eleventh century, can be seen from the University and is the setting for its graduation ceremonies. Just across the cobbled square is Lincoln Castle, which dates to the reign of England's first Norman King, William the Conqueror. It is also where I gained my first ever job in heritage, aged 18, which involved dressing up as a Victorian gaoler and showing visitors around the prison chapel.

From Roman times, throughout the Middle Ages and all the way up to the Tudor period, Lincoln was one of the foremost cities of the kingdom. It is no coincidence that Henry VIII made a point of visiting it on his northern progress in 1541, determined to ensure that its once rebellious citizens (whom he called 'brute and beastly') were loyal to the crown.

The city was also home to Robert Grosseteste, Bishop of Lincoln from 1235-1253. As well as following a distinguished career in the church, he was also a gifted scientist, educator and philosopher. A visionary and at times controversial thinker, by the time of his death he was revered as a saint, even though he was never formally canonised. Bishop Grosseteste was a fitting inspiration for the University, which was named in his honour in 1962, to mark its centenary. He was passionate about the development and dissemination of learning and was not afraid to challenge traditional thinking.

Even the most historic institutions must evolve over time to adapt to ever-changing

“Strategy 2030 signals our contemporary approach to education in an historic setting.”



circumstances. The late Prince Philip was a passionate advocate for innovation within the monarchy. He once observed: ‘No one wants to end up like the brontosaurus, who couldn’t adapt himself, and who ended up stuffed in a museum’. The ethos of the late Queen Elizabeth II was ‘always changing, always the same’, which recognised the importance of keeping up with the times whilst retaining the things that make you special.

That’s something we very much believe in at the University, which sustains its expertise in education and teacher training, set within a wider range of courses and opportunities for research. As a member of the national

Cathedrals Group of Universities, Lincoln Bishop University shares the Group’s belief that today, more than ever, education must focus on a deeper purpose, a commitment to fairness, an inclusive ethos and a rounded view on how people grow and thrive.

Our new strategy is another phase in the evolution of the University and will enable us to adapt to current and future needs. It also signals our contemporary approach to education in an historic setting, honouring our past while looking to the future. We are keen to collaborate with a wide range of individuals and partners in the years ahead so please do look at our website for ways to get involved.



Welcome to Strategy 2030

STRATEGY
2030

“Education and training, research and knowledge exchange to serve the common good.”



Anne Frost
Chair of University Council

A new chapter as Lincoln Bishop University

Strategy 2030 signals a new chapter in this institution’s history, as Lincoln Bishop University.

In commencing this new chapter, we continue to be inspired by the contribution of Robert Grosseteste, Bishop of Lincoln (1235-1253), who was considered to be one of the most prominent and remarkable figures in thirteenth-century English intellectual life. Drawing on all that Robert Grosseteste inspires, the University seeks to expand its reach and deepen its impact by raising its profile nationally and internationally. As Lincoln Bishop University, our new name confidently locates the University in the City of Lincoln and, as Lincoln Bishop, we proudly reflect our history and heritage whilst now placing our educational contribution into a contemporary strategic context.





The Strategic Context for Strategy 2030

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“Promoting social mobility and supporting economic growth.”



Professor Andrew Gower
Vice Chancellor & Chief Executive

The strategic context for Strategy 2030

Strategy 2030 is an intentionally positive response to the challenges and opportunities for Lincoln Bishop and for the communities the University seeks to serve.

With continuing real-terms reductions in core funding compounded by inflationary cost pressures, it has never been a more financially challenging time for the UK higher education system. Alongside these financial challenges, there are persistent inequalities within the diverse communities of Greater Lincolnshire, combining with megatrends nationally and internationally including climate change, technological disruption and demographic shifts, with an aging population.

It is within this challenging strategic context that the University has developed Strategy 2030 as an expression of its institutional commitment to positive change. The University is committed to working collaboratively, using its expertise in education and training, research and innovation to serve the common good by advancing social and economic prosperity. We seek to play a greater civic role within our communities, expanding access to higher education, doing more to support our students to thrive in life and

work, and adapting as an institution to ensure our financial sustainability.

In harnessing the opportunities of devolution - for what is a new era for Greater Lincolnshire - Strategy 2030 signals the University's energy in promoting social mobility and supporting economic growth. We will create a pipeline of graduate talent into education, health and business services, including the heritage industry; and be similarly committed to enabling students to gain higher-level skills of universal relevance for employment. Through the pursuance of research and knowledge exchange we seek to stimulate innovation in learning and teaching, pushing back the boundaries of knowledge to enable new understanding. In addition, the Lincolnshire Open Research and Innovation Centre (LORIC) will engage with education, business and community partners to address challenges and opportunities with research- informed ideas and insight.

Our approach to developing Strategy 2030

It is with a spirit of pragmatism that the University has approached developing Strategy 2030.

It has, arguably, never been a more important time in the life of this University to define its distinctive contribution to meeting local priorities whilst addressing national and global challenges.

Strategy 2030 is the result of extensive consultation with students, staff and external stakeholders and informed by an evidence base produced by the University's Lincolnshire Open Research and Innovation Centre (LORIC). Strategy 2030 is inspired by our Values and designed to be a practical guide to decision-making that informs our direction of travel, pace of change and alignment with our Mission and Vision. We are ambitious as a university community. However, given the strategic context, the temptation of setting lofty aspirations is resisted in favour of stretching but deliverable Goals and Objectives. This Strategy is designed to deliver the positive change we are steadfast in achieving, in collaboration with partners, by 2030.

Working within an increasingly regulated higher education system, the University's Strategy is fully aligned to the requirements of the Office for Students. It is also closely informed by the needs and ambitions of the main beneficiaries: namely students, staff and a large range of external stakeholders and partners within education, as well as employer representative bodies, businesses and community organisations.

For Lincoln Bishop University, people are everything. Our ability to deliver Strategy 2030 will be enabled by the profound importance we place on human connection and collaboration both within and beyond the university community.

Thank you for your interest in Strategy 2030. We look forward to working with you in the months and years ahead.

“Strategy 2030 is the result of extensive consultation with students, staff and external stakeholders.”





Our Values, Mission and Vision

STRATEGY
2030

“We are committed to acting with integrity.”



Values

Inspired by our Anglican Foundation, our Values are the guiding principles of our university community.

With a commitment to co-developing shared purpose and nurturing relational connections - giving priority to mutual respect and the benefit we can bring for others - the University is united in flourishing together through:

INCLUSION - creating community and belonging through thoughtful action

COURAGE - inspiring growth by challenging ourselves and others

INNOVATION – cultivating creativity and seizing opportunity

EXCELLENCE - supporting others to achieve their best, by always giving ours

RESPECT - acting with empathy and honesty

Our Values define the University's culture, as reflected in our behaviours and actions in pursuing our Mission and realising our Vision. At all times, we are committed to acting with integrity, doing what is right rather than what is easy.

In living out our Values through its daily work, the University is accountable to students, staff, partners and funders. Given the strategic context of Strategy 2030, we recognise that collective courage will be required, with boldness, creativity and integrity of action to realise the full ambition of our Vision.

“We place
people at
the heart of
what we do.”



Core Purpose and Mission

**To serve the common good by advancing social
and economic prosperity through excellence in
teaching, research and knowledge exchange**

At Lincoln Bishop University, we believe everyone can create positive change. As a dynamic and diverse university, rooted in the communities of place, practice and profession that we serve, we are driven by the aspiration of our students, the expertise of our staff and the shared ambition of our partners. We place people at the heart of what we do and are committed to realising the transformative impact of higher education to empower individuals and shape society. By bringing people together to advance learning and knowledge, we continue our commitment to social purpose and build a better future, full of possibility.



“We will be
a confident,
person-centred
and forward-looking
university.”



Our Vision

For Lincoln Bishop University people are everything: we flourish together when united by social purpose

By 2030, as a confident, person-centred and forward-looking university offering a highly personalised and engaging student experience on-campus and online, the positive difference we make in the lives of our students and their communities is reflected in our sector-leading reputation for widening participation with outstanding results. The originality and rigour of Lincoln Bishop’s research within Education, Humanities and Social Sciences, and the contributions to knowledge and understanding it makes, is receiving increased investment, with the University’s commitment to academic excellence further exemplified by gaining the necessary powers to award postgraduate research degrees. Our civic contribution, focused distinctively on social purpose, is amplified by active engagement with public, private and third sector employers through knowledge exchange, to translate research and expertise into real-world impact.

Drawing on the University’s historic commitment to public service through teacher education, we have grown a distinctive academic portfolio

around social purpose - to now encompass healthcare and a wide range of business services - offering occupational routes to professions aligned to priorities for higher skills and graduate employment. By pioneering new, flexible modes of study, supported by our digital capabilities, the University is empowering people in Greater Lincolnshire and well beyond to make a return to learn. We are leading the way in enabling our students to develop skills and qualifications of priority both regionally and nationally. We are also welcoming a growing number of international students who, as well as making a significant economic contribution, are enriching the diversity of the academic environment, offering global perspectives and creating opportunities for cultural exchange.



Strategy 2030 in overview

STRATEGY
2030

Strategy 2030 in overview

With our Values acting as guiding principles and our Mission defining our core purpose, Strategy 2030 is built on these principles and this purpose to define our Vision for Lincoln Bishop University by 2030.

Our Vision is realised through the achievement of three Strategic Goals

1	2	3
Inspiring Opportunities	Transformative Experiences	Long-Term Sustainability
Focusing on inspiring engagement with the opportunities brought by higher education and, more specifically, the expanding range of inspiring opportunities the University will provide through to 2030.	Focusing on the quality and impact of the experience we provide for the University’s students, staff and partners.	Focusing on the necessary steps the University will take to strengthen short-term financial performance to enable investment in its long-term future.

Cross Cutting Themes

The pursuit of each Goal is guided by three cross-cutting themes that are of such organisational relevance and societal importance that they are integrated into the strategic development of the University:

1

Social Purpose

This underscores Lincoln Bishop’s commitment to doing all we can through projects, programmes, courses, research and knowledge exchange to make a positive impact on society, locally, nationally and internationally. Working in partnership, we will respond with imagination and energy to socio-economic challenges within the communities we serve, dedicated to breaking down barriers to opportunities, promoting equality, diversity and inclusion, and advancing social mobility.

2

Digital Transformation

This reflects the ways in which digital technologies are shaping our future, for individuals, communities and organisations. The University will take steps to enable acquisition of increasingly essential and universal digital and AI competencies. In recognition of its ethical and environmental impacts, Lincoln Bishop will advocate for a responsible use of AI in its support for AI adoption within and beyond the University, incorporating research into the use of AI tools within, for example, occupational training for teachers and health care professionals, as well as business services more generally. As an organisation, the University will take a systematic approach to the development of its digital infrastructure to strengthen operational resilience and cyber security, whilst seeking to harness the opportunities of digital transformation for educational impact and organisational efficiency.

3

Sustainable Development

This encapsulates Lincoln Bishop’s longevity as an institution originally founded in 1862, and the stewardship required to ensure that in meeting the needs of the university community today we do not compromise the ability of future generations to meet their needs too. In order to protect and conserve natural resources, reduce pollution, and mitigate the impacts of climate change, the University will embed climate action into its curriculum and operations. In support of the Global Goals (United Nations, 2015) and as one of the most powerful and proven ways to advance sustainable development, the University will champion inclusive and equitable quality education and promote lifelong learning opportunities for all.

“In summary, Inspiring Opportunities delivered through Transformative Experiences will enable Long-term Sustainability, with the University committed to advancing the cross-cutting themes of Social Purpose, Digital Transformation and Sustainable Development.”



Lincoln Bishop University's Strategy 2030 means...

1. Institutional commitment to positive change

2. Advancing social and economic prosperity

3. Expanding access to higher education

4. Support for our students to thrive in life and work

5. Promoting social mobility and supporting economic growth

6. Higher-level skills of universal relevance for employment

7. Research-informed ideas and insight

Our Strategic Goals and Objectives

STRATEGY
2030

Strategic Goal 1

Inspiring Opportunities

With sector-leading indicators of teaching quality, support and satisfaction, quality is key to the Inspiring Opportunities that Lincoln Bishop University creates through learning and teaching, and research and knowledge exchange.

A strong academic proposition motivated by public service inspires students to study at Lincoln Bishop to pursue their ambitions through accessible and imaginative programmes designed to provide pathways to the professions, as well as progression to further study.

With partners encouraged to access the University's services through its open approach to research and innovation, as well as its portfolio of work-based training, the University's Inspiring Opportunities are demonstrably contributing to business growth, competitiveness and impact.

Inspiring Opportunities promote positive change through excellent student outcomes and valued contributions to the advancement of knowledge and understanding. As a related consequence, the professional standing of academic and senior professional service staff continues to rise, increasing institutional influence nationally and internationally within the academic community and across the higher education sector more broadly.

“A strong academic proposition motivated by public service.”



Objective 1a

To establish an agile and progressive academic portfolio

- A distinctive and coherent academic portfolio featuring education, health, applied humanities and business services
- Widening access and participation by promoting equality of opportunity
- Outreach activities in person and online to encourage engagement or re-engagement in higher education, with institution-wide advocacy for the value of lifelong learning
- Learning opportunities that respond to the Local Skills Improvement Plan for Greater Lincolnshire as well as national priorities for higher skills, including digital skills
- Flexible modes of study responsive to student need and innovative in response to the Lifelong Learning Entitlement, with Inspiring Opportunities available in person and online; on campus and in the workplace; full-time, part-time and short course, modular learning.

Objective 1b

To advance knowledge and understanding

- A distinctive and specialised research profile of international standing in Education, English, History (including Archaeology), Psychology and Theology
- A commitment to scholarship across the academic staff team stimulating innovation in the academic portfolio and in learning and teaching
- Increasing student participation in postgraduate research, with institutional commitment to academic excellence and the achievement of Research Degree Awarding Powers
- Engaging with education, business and community partners through the Lincolnshire Open Research and Innovation Centre (LORIC) to address challenges and opportunities with research-informed ideas and insight.

“Advocacy
for the value
of lifelong
learning.”



“Collaboration with partners creates Transformative Experiences.”



Strategic Goal 2

Transformative Experiences

Communication is key to creating the Transformative Experiences that Lincoln Bishop University provides through a person-centred approach to the experience of students, staff and partners.

The single-site campus in Uphill Lincoln is both a welcoming environment within which learning together in person is celebrated, as well as the hub for a growing network of geographically distributed activity (in partnership, in the workplace and online). The University has mapped its students' journeys to enable continuous enhancement of the student experience, informed by learner analytics and associated feedback. Innovative learning and teaching and deep subject expertise is enabling students to gain the applied wisdom that will be transformative in enabling them to thrive in life and work, ready to face the challenges and embrace the opportunities ahead.

A university-wide focus on organisational development is creating Transformative Experiences for staff, with an alignment of strategy, people and processes optimising organisational performance in the achievement of our Strategic Goals. We value the contribution of colleagues and celebrate their success, investing in a tailored programme of Continuing

Professional Development to ensure we meet professional standards and requirements; enable personal and professional growth; and encourage innovative thinking and action.

Collaboration with partners creates Transformative Experiences centred on mutual benefit. The clarity and transparency with which commercial considerations are addressed enables steadfast focus on the social purpose outcomes to be achieved through collaboration, fostering commitment and contributing to long-term sustainability. As a civic university, we are committed to the social and economic wellbeing of our local communities: we are active in leading placemaking community-based initiatives that promote social inclusion and encourage engagement in learning at all ages and stages of life.

Objective 2a

To deliver a personalised and engaging student experience

- Continuously enhancing the quality of the touchpoints between students and the University within each category of student journey (in person and online; on campus and in the workplace; full-time, part-time and modular), from pre-application interactions to alumni engagement
- Maintaining close collaboration with the Lincoln Bishop University Students' Union, ensuring students feel valued, prioritised, involved, supported and prepared for their next steps
- Advancing an interactive approach to learning and teaching to increase student engagement and enhance learning gain, with increasing use of mentoring and peer support
- Encouraging inclusion, strengthening social networks and enhancing the vibrancy of the university community through a dynamic cultural programme, including workshops, events, debates and discussions, in person and online.

Objective 2b

To become an employer of choice

- Encouraging a positive and inclusive culture aligned to the University's Values that builds on active employee engagement to realise our Vision
- Providing a tailored programme of Continuing Professional Development incorporating study options within the University and supported by opportunities for social interaction, to enable personal and professional growth and encourage innovative thinking and action
- Promoting a healthy work-life balance to enhance staff wellbeing and satisfaction
- Ensuring effective leadership that gives priority to staff recognition, appreciating and recognising the contribution of colleagues, and leading open communication.

“An interactive approach to learning and teaching.”



Objective 2c

To develop partnerships that deliver mutual benefit

- Making a distinctive contribution to meeting higher skills needs, working collaboratively and in a complementary way with partner schools, the Lincolnshire Federation of FE Colleges and the University of Lincoln
- Engaging actively and in a co-ordinated way with local partners across Greater Lincolnshire to create opportunities for student placements, work experience, and volunteering, and thereby a pipeline of graduate talent into local employment
- Co-designing and delivering programmes of professional development, maximising opportunities for knowledge exchange and responding to partner priorities, such as the enhancement of digital skills and the adoption of AI
- Promoting Lincoln Bishop's facilities and services within Lincoln and Greater Lincolnshire, collaborating within business and community networks to raise the University's profile and encourage future collaboration
- Maintaining a diverse portfolio of collaborative partnerships, ensuring full alignment with each of the University's Strategic Goals and in pursuance of our social purpose locally, nationally and internationally.

“Meeting higher skills needs.”



“Efficiency
and growth
are key.”

Strategic Goal 3

Long-term Sustainability

Efficiency and growth are key to Long-term Sustainability, operating in accordance with the principals and parameters set by the University’s Financial Resilience Framework 2025-30 and overseen by the University Council.

The financial performance of the University is strengthened by achieving Inspiring Opportunities and Transformative Experiences whilst carefully managing costs, optimising efficiency of delivery and setting achievable targets for growth. In turn, this strengthened financial performance is creating sufficient headroom for investment in staff expertise as well as essential capital investment in the estate, IT infrastructure and specialist resources for learning and teaching. By prioritising learning opportunities that respond to the Local Skills Improvement Plan for Greater Lincolnshire as well as national priorities for higher skills, Lincoln Bishop is strongly positioned for external capital investment; the University is increasingly confident in its distinctive educational contribution within Greater Lincolnshire and beyond.



Objective 3a

To optimise efficiency and value for money

- Appropriately maximising each source of planned revenue, adopting a commercial mindset whilst always reflecting the Values of the University
- Operating within the Financial Resilience Framework 2025-30, ensuring costs are always aligned to income
- Implementing energy saving measures to reduce cost and enhance environmental sustainability, including an optimisation of timetabling on campus
- Undertaking robust financial planning to evaluate the impact of business development on the University's Long-Term Sustainability.

Objective 3b

To invest in growth

- Subject to affordability and in accordance with prudent cashflow management, investing in the University's estate, IT infrastructure, and data services including learning analytics
- In consultation with students and staff, reviewing the utilisation of the physical estate to enhance Transformative Experiences by zoning facilities for specialist areas of learning and teaching, and research and innovation
- Growing the academic portfolio, supported by external grant funding as well as targeted internal investment in staff expertise and specialist resources for learning and teaching
- Optimising the impact of public relations, marketing and outreach to raise the profile of Lincoln Bishop University to achieve planned targets for international, national and local student recruitment, and be active in strengthening and growing the University's alumni network.

“Raise the profile of Lincoln Bishop University.”





Implementation of Strategy 2030

STRATEGY
2030

With oversight by the Lincoln Bishop University Council, implementation of Strategy 2030 will be driven by executive leadership throughout the institution. Closely guided by Strategy 2030 as the high-level, public-facing 'blueprint' for our future as Lincoln Bishop University, the Plan is underpinned by a set of supporting internal planning documents that define the actions to be achieved through to 2030. These include sub-strategies for priority aspects of strategic development, including:

Academic Portfolio Innovation

Learning, Teaching & Student Success

Research & Knowledge Exchange

People

Estates & Accommodation

Data

Marketing

External Relations

To help co-ordinate implementation of the actions specified within the University's suite of sub-strategies, a Priority Plan will be produced annually as a project plan for the implementation of priority actions to be led by the University Executive Group. In addition, a rolling Digital Transformation Roadmap will ensure the University continues to iteratively develop its digital infrastructure and systems to enhance security as well as productivity, through improved access to information and services.

“We flourish together when united by social purpose.”



Thank you for your interest in Strategy 2030.

We look forward to working
with you in the months and
years ahead.

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STRATEGY
2030