

STRATEGIC PLAN
2022-2027
DRIVING CHANGE, CHANGING LIVES

MESSAGE FROM YOUR VICE-CHANCELLOR/CEO PROFESSOR ANDREA NOLLENT

As one of the longest established specialist providers of legal education and the largest in the UK, The University of Law is proud to be a pioneer in professional learning and development. Our commitment to driving innovation in higher education and delivering successful outcomes for our students has created a platform to diversify into aligned professions including business, criminology, policing and psychology. We operate through a unique network of national and international campuses and partnerships as well as a growing online campus.

We are passionate in our commitment to drive and develop new programmes aligned to the needs of employers both within the legal sector and expanding into wider disciplines. Through our close links and working relationships with professional bodies, combined with our world class teaching excellence, we will continue to ensure that our students graduate with the highest employability prospects. We remain deeply committed to supporting greater social mobility and access to the professions, contributing to a more diverse, fair and inclusive society through our distinctive, professionally focused academic model.

As we grow and diversify our portfolio, legal education will continue to be at the core of the University. Our strong brand position makes us uniquely placed to lead the transition to the SQE where we will offer the complete range of high quality programmes empowering new students both in the UK and internationally as well as client firms and sector stakeholders. Everything we are and do relies on the engagement and talent of our colleagues. They are our outstanding asset and central to our collective success. We are committed to investing in and supporting our people to empower them to deliver the highest levels of student success and employment in the sector.



INTRODUCTION

4

THEMES OF OUR STRATEGY



WE WILL PRIORITISE RESOURCES FOR FRONT-LINE STUDENT EXPERIENCES TO SECURE THE HIGHEST QUALITY OUTCOMES



WE WILL TRANSFORM OUR STUDENTS' LIVES THROUGH OUR GRADUATE EMPLOYABILITY IMPACT



WE WILL UTILISE OUR RESOURCES ETHICALLY, EFFICIENTLY AND SUSTAINABLY



WE WILL GROW OUR BUSINESS TO DEVELOP ECONOMIES OF SCALE AND PROFITABILITY

OUR MISSION

To be the global university of choice for the professions, driving innovation in applied education and delivering outstanding outcomes for our students, colleagues, shareholders and partners

OUR VISION

We serve our students and their future employers through pioneering professional education and world leading teaching excellence

OUR VALUES

Professional
High Quality
Student Focused
Supportive
Inclusive



PROFESSIONAL



We act with integrity and take responsibility to deliver a high-quality service and education. We update our knowledge and practice to remain current with the changing needs of employers.

STUDENT FOCUSED



Our students are at the heart of everything we do. We stand shoulder to shoulder with them, supporting their ambitions and ensuring they are respected and valued.

INCLUSIVE



We embrace diversity of experience and background and connect across different global cultures. We are an inclusive, accessible community and our differences are a source of strength.

HIGH QUALITY



We are deeply committed to delivering outstanding academic experiences and outcomes. We challenge ourselves in the pursuit of growth and improvement.

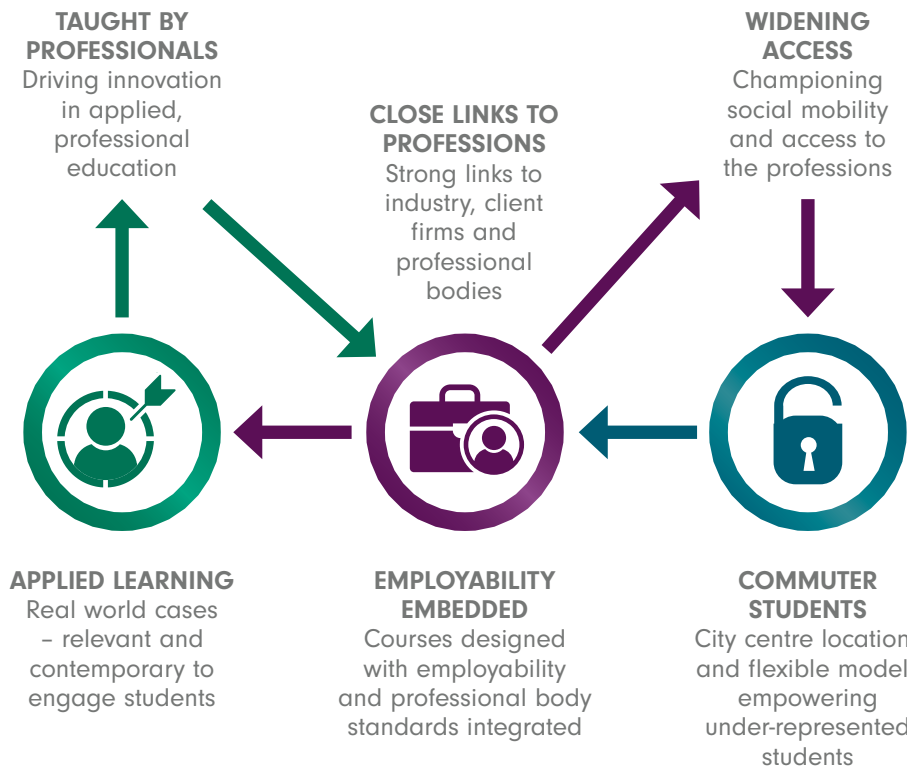
SUPPORTIVE



We work together in an approachable and collaborative way, treating each other with dignity and respect. Everyone is welcomed, valued, and empowered to thrive.



OUR SPECIALIST
EDUCATION
PROPOSITION
HAS KEY
USPs





INVESTING TO DELIVER STUDENT SUCCESS

INSIGHT

Our dedicated Awarding Gaps Group examine awarding gaps across all programmes, interrogating data to look at exactly where gaps are, which groups are most affected, how gaps link to student experience through student insight and track individual students at risk.

DESIGN FOR INCLUSIVE LEARNING

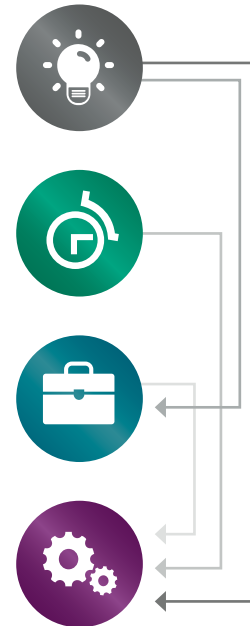
Our Universal Design for Inclusive Learning principles ensure inclusive learning through all design, teaching and assessment across online, face-to-face, and blended modes. Our course designer's checklist places academic requirements on inclusive course design.

HARDSHIP AND EMPLOYABILITY SUPPORT

We financially support students from lower socio-economic backgrounds with hardship funds. Our Access and Participation Plan (APP) focus will cross-coordinate on B3 outcome requirements.

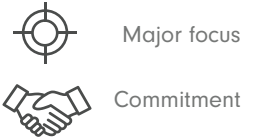
DATA GOVERNANCE AND SYSTEMS

Measures are underway to ensure accuracy and cleanliness of student statuses and ensuring alignment of internal and external regulatory definitions to give a full picture of ULaw performance. We will also develop systems to give automated warnings when certain student system status changes occur and launch a casework management system for Student Support Services.



WE HAVE AN ACTIVE ROLE TO ADDRESS THE UNITED NATIONS' SUSTAINABILITY GOALS

Level of our engagement:



	NO POVERTY	GOOD HEALTH AND WELL-BEING	QUALITY EDUCATION	GENDER EQUALITY	CLEAN WATER AND SANITISATION	AFFORDABLE AND CLEAN ENERGY	DECENT WORK AND ECONOMIC GROWTH	INDUSTRY, INNOVATION AND INFRASTRUCTURE	REDUCED INEQUALITIES	SUSTAINABLE CITIES AND COMMUNITIES	RESPONSIBLE CONSUMPTION AND PRODUCTION	CLIMATE ACTION	PEACE, JUSTICE AND STRONG INSTITUTIONS
GROWING EDUCATION													
OUTSTANDING EDUCATION													
PROFESSIONAL EDUCATION													
RESPONSIBLE EDUCATION	EDI PLAN												
	PEOPLE PLAN												
	SUSTAINABILITY PLAN												

Our education equips our students and our people with awareness of the importance of addressing global challenges. Our graduates leave empowered with purpose and skills to drive change in the future of the professions and society.

EMPLOYABILITY IS CENTRAL TO OUR PROPOSITION AS A LEADING PROFESSIONAL EDUCATION PROVIDER



GRADUATE OUTCOMES



STUDENT VALUE FOR MONEY

Demonstrating Return on Investment and Value for Money for our students through consistently high employability outcomes

STUDENT EXPERIENCE



STUDENT SATISFACTION

Contributing to the student journey, empowering students to achieve their ambitions with individual support, online and face to face, nationally and internationally

EMPLOYER REPUTATION



STUDENT OPPORTUNITIES

Enhancing our reputation with employers, and demonstrating thought leadership and a reputation for excellence to stakeholders

EMPLOYMENT PROMISE



STUDENT PLEDGE

Reinforcing ULaw's Professional Education focus that persuades students and their parents and carers to choose us

OUR ESG PLAN MAPS TO OUR STRATEGIC FRAMEWORK



RESPONSIBLE EDUCATION



Responsibility for all of our students, staff and environment

OUTSTANDING EDUCATION



Embedding ESG into our product portfolio

PROFESSIONAL EDUCATION



Volunteering and applied learning for real-world impact

GROWING EDUCATION



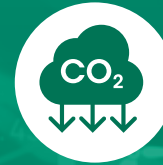
Financial and procurement sustainability

WE HAVE A PRIORITY SET OF 8 AMBITIOUS SUSTAINABILITY TARGETS



By Q3 2023 we will have an externally verified carbon emissions baseline and will set a Net Zero Target Date

50% of suppliers by spend signed up to a new Sustainable Supply Chain charter by 2025



Alumni and diversity 'Partnership for Impact' programme in place by 2024

A wide range of courses on sustainability and law/business by 2026, with commercial traction



Every student to be sustainability literate by the time they graduate, by 2027

Achieve 'Great Place to Work' certification by 2025



Implement an Environmental Management System with ISO14001 certification by end of 2027

Full ESG Reporting by Q1 2024



WE WILL CONTINUE TO INVEST IN OUR PEOPLE TO DELIVER OUR STRATEGY

TALENT ACQUISITION

We will develop our employer brand, value proposition and recruitment practices to deliver growth in our staff body and deliver our strategic goals.

We recognise that to fully support our whole student body, we ourselves need to fully reflect the diversity of every individual who chooses to study with us.

By 2025, we will have delivered a 20% increase in ethnic diversity and a 10% increase in self-declared disability of our colleagues.

RETENTION

We will develop a colleagues wellbeing group to support our staff through times of change, drive sustainable working and increase the resilience and performance of our workforce.

ORGANISATIONAL DEVELOPMENT

We will continue to develop our performance and development framework to engage colleagues, and offer clear performance assessment, and career development and promotion routes.

Through this we will proactively manage our talent to develop our future management and leadership pipeline. Central to this is our commitment to furthering equality, diversity and inclusion within the University.

We will develop time allowances for Continuing Professional Development, training and external network activities. This will empower our people to bring knowledge from the front line to our students and colleagues, raise performance and raise our voice and impact on the Higher Education sector.



WE HAVE ALREADY ACHIEVED A RANGE OF CHARTER AWARDS AND WILL EXTEND THESE IN OUR 5 YEAR PLAN

WE HAVE ALREADY SECURED THE FOLLOWING RECOGNITIONS



AND SEEK MORE AS PART OF OUR 5 YEAR STRATEGY



NOTES

FOLLOW US



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UniversityofLaw and ULaw Business



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The University of Law
The University of Law Business School



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