

UNIVERSITY VISION AND STRATEGY 2022-2030

EXECUTIVE SUMMARY

The University of Bristol's 2030 strategy builds on more than a century of outstanding education, research and civic engagement. It also acknowledges the complexity of our past and the actions we need to take to be a truly inclusive institution.

Over the past 18 months we have explored how we build on this heritage, much of which we can be very proud, but some of which should make us determined to do better. We have sought and distilled the collective ambition and imagination of university colleagues, students, alumni, and the wider Bristol community. It was clear from these conversations that our overriding objective is to make a positive difference for the future, for our students and staff, for our city, our region, the nation and globally.

We see this as an opportune time for us to publish a bold strategy that will enable us to achieve our shared ambitions and secure our collective success, and that of our partners, for years to come. What does this mean in practice? This strategy will guide our future focus and investments, underpin our civic engagement, and enable Bristol to deliver the outstanding education and research that will ensure we remain one of the best universities in the world. We do so in the knowledge that, like many other organisations, the University of Bristol has a complex past, particularly in terms of its foundation thanks to funds that can be traced to empire, and even further back to commodities associated with the slave trade. We need to acknowledge where we have benefitted from inequality and inequity, redoubling our efforts to create a future that is based on social justice both at home and abroad. Our commitment to addressing our legacy and our past is as heartfelt as our strategy for the future, and the one informs the other.

This strategy develops and creates a sense of focus in terms of our education, research and civic engagement. With the University of Bristol's Students' Union, we have reimagined our curriculum and supported new forms of assessment and feedback, enabling our students to develop their knowledge, skills and adaptability. We have transformed our pastoral support with the introduction of Residential Life services and the Student Wellbeing service. We have improved the diversity of our student body and have ambitions to do much more, including a commitment to recruit graduates of our local Bristol schools and to ensure more Black students come to Bristol through our Black Bristol Scholarship scheme.

Our postgraduate students help us generate our world-leading research and we are delighted that we have been able to increase the number of Bristol PhD scholarships. The most recent UK evaluation exercise, the Research Excellence Framework, judged an outstanding 94% of our research as being world-leading or internationally excellent. We are proud that this research success is both curiosity driven and undertaken in partnership, including new initiatives such as the Perivoli Africa Research Centre which is pioneering new ways of working with universities on the African continent.

Elsewhere, we have worked with Bristol Old Vic and Bristol Archives to celebrate and bring to life the history of this most remarkable of UK theatres. Our work with the National Composite Centre addresses some of the key engineering challenges of our time. Bristol was chosen to host the Pfizer Centre of Excellence for Epidemiology of Vaccine-preventable Diseases, the first centre of its kind outside of the United States. And this year we launched Bristol Innovations, a new platform to build on our innovation strengths, unlock more of our

research and expertise, accelerate the translation from idea to market, and facilitate new research partnerships with business and industry.

Our partnerships are local as well as global. Our success would not have been possible without the collective energy, commitment and talent available in the city of Bristol. We are fortunate to be located in such a distinctive, vibrant city – one that works with us to put our research into action in everything from COVID-19 vaccine development to policy research around domestic violence. Our community of colleagues, students, friends, supporters and partners is undoubtedly our greatest strength, and will continue to be so far beyond 2030.

As the University *for* Bristol, we serve as a key innovation engine within our region's ecosystem – a vital source of talent, skills, ideas, technologies, and expertise. We ensure that the city has the doctors, dentists, engineer and other experts that it needs to be successful. Initiatives like the Barton Hill Micro-Campus provide new space and focus for us to work collaboratively with a range of civic partners and communities. We continue to collaborate with health, educational, cultural, industrial, community and governmental organisations across our city-region. Major new developments like the Temple Quarter Enterprise Campus and our North Somerset Campus offer further opportunity for our region to build on its strengths and cement its reputation as a place to collaborate and innovate.

As this suggests, we have a strong platform to build upon as we look to the future. The world has changed dramatically, though, since foundations were last set in 2016. Our experience of the COVID-19 pandemic has taught us resilience and adaptability. New technologies and emerging ways of working open up all sorts of exciting possibilities. But as we publish this strategy in November 2022, the challenges have also become starker. The earth is warming at a dangerous pace, war has returned to Europe, financial markets are in turmoil and the post-war consensus that has given us such prosperity is fragmenting. Universities have a key role to play in taking us all forward.

We need to focus on where we, in partnership, can make the biggest difference to global problems in order to concentrate our efforts. Given our strengths and expertise, we will take a university-wide approach to three major issues: equitable and sustainable health outcomes, net zero and climate change; and the creative and cultural industries – with underpinning themes of data and digitalization and social justice. These will not be the only topics where the University of Bristol invests to make a difference, but they will be our core focus in the lead up to 2030.

At the heart of our approach is the belief that we can achieve so much more when we work together with others. If we are truly going to help make a difference, we must do it collaboratively, inspired by our commitment to quality and the way in which we work with others, within and outside the University. This isn't Bristol operating on its own; this is Bristol working with a multiplicity of partners, drawing on our resources and world-leading interdisciplinary expertise to improve and increase our impact – a model global civic institution powered by our sense of place and connections to communities.

Developing the University's new Vision and Strategy has been an exciting and enlightening process. It has helped illuminate new ideas, insights, hopes and aspirations from across our community, which have helped to shape our plans and define our expectations. Let us realise them together.

Professor Evelyn Welch
Vice-Chancellor and President

OUR MISSION

To make a positive impact locally, nationally, and globally by addressing society's greatest challenges through our distinctive education, innovative research and the value we place on excellence, inclusivity and partnership.

OUR VISION

By 2030, we will be firmly established among the world's top 50 great research-intensive universities, and the top 10 in the UK, by:

- **increasing the scale of high-quality, high-impact research** in key areas of strategic importance to the UK and global society's future;
- **attracting and inspiring students** from across the globe, with a distinctive education offering, innovative teaching and research-rich curriculum that enriches their university experience, careers and lives;
- **intensifying our focus on sustainability, climate change and the future of our planet** through education, research, sustainable campus development, civic engagement and advocacy;
- **diversifying our learning community**, ensuring the benefits of a Bristol education are available to all, *enhanced by the wellbeing of staff and students who thrive within a caring and inclusive environment*;
- **ensuring students gain the future skills needed to thrive in a changing world**;
- **catalysing and supporting a step-change in innovation and enterprise** through our new Bristol Innovations platform;
- **anchoring one of Europe's most ambitious urban regeneration projects** with our new Temple Quarter Enterprise Campus;
- **contributing significantly to the quality and success of Bristol's economy, services and society** by providing skills, jobs, financial stimulus, research and innovation capacity, helping society to flourish while fostering the University's mission;
- **fostering the wellbeing of staff and students** to ensure they thrive within a caring, diverse and inclusive environment;
- **rigorously assessing the size, shape and organisation of our university** to realise our full potential and competitiveness, further improve efficiency and value for money, and bolster our position among the world's top universities.

OVERARCHING GOALS

1. **Increasing the scale of high-quality, high-impact research** to address local, national and global challenges through ambitious new investments and partnerships, and by nurturing supportive and inclusive research cultures to attract, develop and retain a diverse and collegial community of excellent researchers.
2. **Attracting and inspiring students** from across the globe, with a distinctive education offering, innovative teaching and research-rich curriculum and student experience, enhanced by Bristol Institute for Learning and Teaching, and equipping all students with the professional, learning and life-skills to thrive in a rapidly changing and challenging world.

3. **Intensifying our focus on sustainability, climate change and the future of our planet** through our education programmes, cutting-edge research, campus transition to net zero, civic engagement and advocacy. We will build on our fossil fuel divestment strategy, public declaration of a climate emergency and Green Capital credentials.
4. **Expanding our efforts to diversify our learning community** and our educational offer. We will continue to increase the proportion of international students and double the number of undergraduate students we recruit from our region by 2025, to 15% of the total intake for home students, focusing on communities where participation in HE is lowest, through targeted offers for local people.
5. **Ensuring students gain the future skills needed to thrive in a changing world**, creating a diverse talent pipeline into the West of England's most exciting industries and supporting regional growth and productivity via new flexible programmes and short courses, and partnerships with industry, civic and educational organisations.
6. **Accelerating and supporting enterprise** by establishing our new Bristol Innovations platform to boost the translation of ideas to market, through spin outs and fostering partnerships with industry, which will also help attract and embed foreign direct investment in the UK.
7. **Anchoring one of Europe's most ambitious urban regeneration projects**, with our new Temple Quarter Enterprise Campus, with its new Business School and focus on sociotechnical research and innovation. We will establish a new hotbed of co-creation, partnership and civic engagement: an inspiring and unique public asset for citizens, communities and our city.
8. **Contributing significantly to the quality and success of Bristol's economy, services and society** by providing skills, jobs, financial stimulus, research and innovation capacity, helping society to flourish while fostering the University's mission.
9. **Fostering the wellbeing of staff and students** to ensure they thrive within a caring, diverse and inclusive environment and that our community has the time, supportive ecosystem and resources necessary to realise their full potential.
10. **Rigorously assessing the size, shape and organisation of our university** to advance education and research for the public benefit through active stewardship of our physical and financial resources while strengthening our competitiveness among the world's leading universities. We will ensure that we comply with all regulatory requirements and that we continue to operate an effective, high quality, successful University.

VALUES

<i>Curious & Creative:</i>	We ask questions, we innovate, and we embrace the new.
<i>Listening & Learning:</i>	We continually add to and share our own knowledge, we are open to the ideas of others, and we value working in partnership.
<i>Caring & Inclusive:</i>	We are a diverse and welcoming community, respectful in our interactions with others and with our environment.
<i>Bold & Bristolian:</i>	We are proud of our place in our vibrant city and the role we play to co-create innovative and ambitious solutions to local, national and global issues.

A: PILLARS

World-leading Research and Innovation with Local, National and Global Impact

1. **Research and development with focus:** Support and build on the University's disciplinary and interdisciplinary excellence in tackling global challenges relating to equitable and sustainable health outcomes, net zero and climate change, and the creative and cultural industries – with underpinning themes of data and digitalization, and social justice. In doing so, we will embed our commitment to sustainability, knowledge exchange and collaboration with communities and partners.

Because: focusing investment on areas of disciplinary and interdisciplinary excellence and on ensuring inclusion and equity in how we do research with others will nurture and enable an environment that creates a virtuous circle of quality, reputation, knowledge exchange and impact – including transformative impact on the global research ecosystem.

2. **Enterprise and innovation:** Increase our commercial offering by establishing our new Bristol Innovations platform to boost the translation of ideas to market, through spin outs and fostering partnerships with industries, businesses, government agencies and other innovation assets globally, nationally, and locally.

Because: we want to make the world a better place by contributing significantly to wealth creation, the economy, and positive societal change.

3. **Academic research partnerships:** Boost the scale, quality, and impact of our research through enhanced collaboration with other leading UK research-intensive universities and the establishment of deep research partnerships with carefully and strategically selected higher education and research institutions across the globe.

Because: Strategic research partnerships will build deep reciprocal relationships that challenge and help create new ideas, foster mutual learning, provide access to funding at scale, and generate co-produced research-rich curricula and research outcomes of international influence and significance.

4. **Talent and culture:** Strengthen our reputation as a leading destination of choice across all academic career stages, including postgraduate researchers (PGR) and early career researchers, by fostering a highly collegial, collaborative, and agile culture and environment for leading-edge research through continuous improvement of our values, incentives, investment, and support processes. We will promote free speech and academic freedom across all our institutional activities, while reaffirming our commitment to providing a positive and inclusive university experience for all our staff and students.

Because: Cultivating a supportive, sustainable, and respectful environment, characterized by integrity and inclusivity and openness, will enrich our research community, help us attract, nurture, and retain our best talent, and ensure that people are able to thrive.

An Inspiring Education and Transformative Student Experience

1. **Student centred:** Partner with taught and research students to build understanding of their diverse needs and co-create their high-quality university experience, with the goal of being firmly anchored within the Top 10 UK universities for teaching and research.

Because: students should feel known and listened to as individuals, and it is by working together that our university will flourish.

2. **Research-rich education:** Combine research excellence and innovative teaching in ways that foster students' curiosity and their love of learning, equipping them with the skills to make a difference in society and their chosen fields.

Because: our education is shaped by the fact that we are a world-class research-intensive university, and the link between research and teaching informs our taught courses and is integral to research supervision.

3. **Programmes for a changing world:** Re-imagine our education portfolio to capture the flexibility of digital, blended and in-person modes of delivery, and to respond to social and economic needs, developing innovative types of education at every level, including strengthening our partnerships with further education providers.

Because: our education needs to be flexible and inclusive, contributing to socio-economic growth by developing skills, encouraging innovation and enterprise, and supporting lifelong learning.

4. **Dynamic learning environment:** Create a dynamic, flexible, and inclusive learning environment across our physical and digital campuses at Clifton, Langford and Temple Quarter, which supports social and academic community building.

Because: We want to be at the leading edge of innovation in our use of technology whilst retaining the distinctive learning and living experience offered by our Bristol campus.

5. **Support to thrive:** Support and empower every student to reach their potential, academically and personally, providing the skills and experiences to thrive in their studies and beyond.

Because: all aspects of the university experience play a critical role in students' success and preparedness for their future.

6. **Belonging:** Work with all our students and the University of Bristol Students' Union to create an inclusive and tolerant culture, where everyone feels respected and that they belong, and we grow and celebrate our diverse communities.

Because: we need to continue to create a culture where students with a wider range of experiences and backgrounds feel welcome, while appreciating the value of free speech.

The Transformative Power of the Global Civic University

1. **Future through partnership:** Co-create a more equitable, sustainable, and prosperous future, working in partnership with a wide range of organisations across a breadth of local, national and global communities.

Because: as a global civic institution we can make a positive impact locally, nationally and globally by convening conversations and driving action to address the challenges ahead.

2. **Empowered participation:** Enable all staff and students to participate in and drive our civic mission and ensure that the whole university community reflects the diversity of the city region.

Because: our civic ambitions can be best shaped and delivered collectively by a diverse and empowered university community.

3. **Inclusive places, engaging people:** Ensure our existing infrastructure and new developments – including the flagship Temple Quarter Enterprise Campus and New University Library – are key drivers of the global civic mission and are shaped in collaboration with local communities and businesses.

Because: having one of the largest physical and operational footprints across the city provides many opportunities to embody our civic values and our commitment to social responsibility.

4. **Responsible innovation and enterprise:** Facilitate and co-produce social and technical innovation, from new products and services to new enterprises and structures, driving social, cultural, environmental and economic impacts.

Because: sharing knowledge and expertise, and collaborative innovation, are key to generating positive impacts such as inclusive growth, social value and increased wellbeing.

B: ENABLERS

Inspiring and Supporting Our People

1. **Working environment:** Foster an innovative, inspiring and supportive workplace where the most talented and diverse staff globally, nationally and locally can reach their full potential, embracing our collegial way of working which enables great things.

Because: attracting and supporting a diverse community of people with potential in all aspects of our work will enable us to realise our collective ambitions.

2. **Collaboration and partnership:** Support our strong community of scholars and professional services staff to collaborate to find solutions to local, national and global problems, coming together to share the workload to enable a sustainable future for us all.

Because: sharing knowledge and working together is part of what sets us apart.

3. **Adaptability:** Create an adaptable and resilient community in which people can adopt an approach to work that best suits their own individual needs and those of the University, learning from new ways of working.

Because: the wellbeing of all our staff creates resilience and adaptability and is fundamental to our shared success.

4. **Investing in our people:** Be known as an organisation that invests in its people and provides opportunity for all to develop their expertise by supporting and nurturing diverse career choices.

Because: we want the current and next generation of world-leading higher education innovators to flourish within our supportive and rewarding environment.

Creating a World-Class Campus

1. **Global access:** Provide access to research and education wherever and whenever people need it through world class digital services.

Because: empowering people to access learning and research anywhere in the world, will ensure that we become a truly civic institution.

2. **Data quality, governance and insight:** Enable evidence-based strategic and operational decision-making through analytics and accurate insight, ensuring we use our data ethically and store it securely.

Because: data is an increasingly valuable asset which we should manage responsibly and utilise effectively.

3. **Transformed facilities:** Provide campuses appropriate for one of the world's great, research-intensive universities, by: creating highly effective blended learning and working environments; opening the first phase of our flagship developments in Temple Quarter Enterprise Campus; seeding a new Innovation District for the West of England; investing in a science estate that is fit for the future; meeting our challenging Carbon Net Zero target; providing high quality housing for our students; and continuing to invest in the Heart of our Clifton Campus by creating a new University Library.

Because: the facilities provided by the Temple Quarter Enterprise Campus and new University Library will not only make a significant contribution towards fulfilling our academic ambitions, but also to our city and region.

4. **Innovative campuses:** Increase the productivity of all our activities through innovative development and delivery of our campuses.

Because: campuses that meet tomorrow's needs will give our staff and students a great experience and make smarter use of our resources.

5. **Student accommodation and affordability:** Improve the quality of, and access to, affordable and environmentally friendly student accommodation.

Because: we are serious about providing a great student experience for our students at the right price, in the right locations and with the right facilities so they can flourish not only in their first year, during which accommodation is guaranteed, but throughout their time at our University.

Investing in Our Future

1. **Resource management:** Deploy resources to maximise the impact of our research, deliver an excellent education and provide value for money.

Because: as stewards of limited resources, we need to fulfil our academic mission in the best interests of students and taxpayers.

2. **Financial resilience:** Balance our revenue between regulated and unregulated sources, including: postgraduate programmes; international student recruitment; philanthropy; and commercial income.

Because: we must be financially resilient, within the challenging operating environment, to generate the resources we need to invest in transformational infrastructure and achieve our academic ambition.

3. **Financial sustainability:** The University remains financially sustainable in the long-term so that it can continue to invest in the people and facilities to deliver world leading research and education.

Because: we must take decisions today which provide the University with the resources we need to fulfil our academic ambitions for many years to come.

C: CROSS-CUTTING THEMES

Developing Internationalisation and Global Engagement

1. **Global partnerships:** Build a small number of deep education and research partnerships of scale with global institutions in areas of strategic importance to the University.

Because: today, more than ever, international collaboration is a core ingredient of research scale, international reputation, and civic impact.

2. **Global academic programme portfolio:** Develop and strengthen the University's academic programme portfolio to ensure that the University's global reach and attractiveness continues to grow.

Because: having successfully built a strong foundation of enabling internationalisation activities across the institution, we aspire to further strengthen our international competitiveness.

3. **Global civic experience:** Develop both on-campus and off-campus initiatives that allow the benefits of internationalisation to positively impact the experience of our Bristol community in a way that celebrates diversity and brings out the full benefits of the University's global civic mission.

Because: with the boundaries between local and international being increasingly blurred, Global Civic should be a unifying principle that very clearly translates international activity into local benefit.

4. **Global student recruitment and support:** Build a global Bristol community by attracting outstanding students from around the world.

Because: We value international students and are passionate about ensuring that their contribution to our community and culture is recognised

5. **Global reputation:** Proactively publicise and celebrate excellence across the institution, and the world, raising our profile as one of the world's foremost research-intensive civic universities, and thereby benefit the Bristol city region and UK higher education.

Because: Our research engages with the world's biggest questions and showcasing this effectively will allow us to better share our expertise with international businesses, charities, governments, and universities across the world.

Embedding Sustainability

1. **Carbon neutrality:** Commit to the challenging aim of becoming a carbon net zero campus by 2030, as a leading sustainable university, to minimise the impact we have on the environment by the way we make, manage and maintain our campuses.

Because: In delivering its teaching, learning and research activities, the University estate has the potential to impact the environment, and especially climate change, negatively; taking an approach which minimises that impact aligns with our teaching curricula and is informed by our own research as well as public policy.

2. **Future citizens:** Make sustainability a core competency of a Bristol education by mobilising our curriculum, our student experience and our partnerships in support of the development of tomorrow's global citizens.

Because: knowing how to live and work sustainably will be an essential skill for all future graduates and will be an absolute expectation of a world-class university education.

3. **Research impact:** Further strengthen the narrative and reach of the University's multidisciplinary sustainability expertise, so that the impact of its research is felt in both practical applications and public policy contributions.

Because: contributing to the global body of knowledge about sustainability is one of the most impactful outputs that the University can aspire to.

4. **Partnering for sustainability:** Use the University's net-zero transition as an opportunity to provide thought-leadership in partnership with students, staff, community groups, Bristol City Council and the business community around shared and just transitions to a sustainable future.

Because: institutional leadership in the face of the climate crisis has the potential to galvanize student and staff support, capture the imagination of our civic partners and meaningfully strengthen the University's international visibility and reputation.

Fostering Equality, Diversity and Inclusion

1. **Equality:** Go beyond statutory compliance to ensure equitable outcomes for our students and staff through tackling discrimination and embedding equality of opportunity across our institution.

Because: fair access to, and success in, higher education and the workplace is critical to social justice for both students and staff.

2. **Diversity:** Attract, recruit and retain students and staff with different experiences, backgrounds and perspectives because diversity – of people and ideas – remains integral to our success.

Because: diversity is a source of strength, innovation and excellence.

3. **Inclusion:** Engage all members of our University community in building a culture of inclusion and belonging, where all students and staff feel connected, empowered and respected.

Because: we have a duty to promote good relations, tackle prejudice and promote understanding.

4. **Diverse civic partnerships:** Develop deeper and mutually beneficial relationships with a diverse range of stakeholders across our vibrant city to build confidence and trust in the University as an employer and provider of education and strengthen our position as a civic university delivering a brighter future for Bristol's people.

Because: an inclusive university community should be representative of - and embedded in - our global, national and local communities to foster the forward-thinking and socially responsible global citizens of the future.