



# BUILDING OUR FUTURE TOGETHER

Vision and Strategy 2030

**PROFESSOR  
VALESKA TING**  
PROFESSOR OF  
SMART NANOMATERIALS  
**UNIQUELY BRISTOL**



University of  
**BRISTOL**



# OUR FUTURE

## 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.

## Ambitious plans for a vibrant future

The University of Bristol's 2030 strategy builds on more than a century of success while acknowledging the complexity of our past and the actions needed for us to be a truly inclusive institution.

It is informed by our greatest strength: our community of university colleagues, students, friends, supporters, partners and the collective energy and talent available in the city of Bristol. It will guide our future focus and investments, underpin our civic engagement, and help deliver the outstanding education and research that will secure our place as one of the best universities in the world.

While much of our heritage merits pride, we realise we have benefitted from foundation funds that can be traced to empire, and to commodities associated with the slave trade. Our commitment to addressing our legacy is as heartfelt as our strategy for shaping the future.

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 improved the diversity of our student body and plan to do much more. Our postgraduate students contribute to our world-leading research and we have increased the number of Bristol PhD scholarships. The latest UK Research Excellence Framework judged 94% of our research as world-leading or internationally excellent.

Elsewhere, we worked with Bristol Old Vic and Bristol Archives to celebrate the history of UK theatres. Our work with the National Composite Centre addresses some of today's key engineering challenges. Bristol was chosen to host the Pfizer Centre of Excellence for Epidemiology of Vaccine-preventable Diseases. And this year we launched Bristol Innovations, a new platform to unlock more of our research and expertise.

As the University for Bristol, we offer a vital source of talent, skills, ideas, technologies, and expertise. Initiatives like the Barton Hill Micro-Campus provide new space to work in partnership; and we continue to collaborate with health, educational, cultural, industrial, community and governmental organisations.

If we are to make the greatest difference globally, we must focus our efforts. 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, all underpinned by data, digitalization and social justice.

At the heart of our approach is the belief that we can achieve so much more when working with others. Developing this strategy has illuminated new ideas and aspirations. Let us realise them together.

**Professor Evelyn Welch**  
Vice-Chancellor and President



## 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. To realise our aspirations, we will continue to support our students as they develop the skills needed to excel in a changing world, while ensuring our innovators and scholars are resourced to scale up the high-impact research for which we are renowned. Sustainability, enterprise, economic security and regeneration are key to these plans. Ensuring that everyone is able to thrive, wellbeing will remain a priority, alongside expanding and diversifying our learning community. We will continually assess the shape and direction that we take towards our ongoing success.



# MAKING A DIFFERENCE

**OLA DRUMMOND**  
HEAD OF GLOBAL LOUNGE  
**UNIQUELY BRISTOL**

We're living in an age of unprecedented change, from climate chaos and shifting geopolitics, to global health crises and technological advances. By creating a progressive and inspiring environment for research and education, we are delivering solutions to meet the world's evolving needs, in line with our strategic goals:



**UNIQUELY BRISTOL: WE ARE... LISTENING AND LEARNING**

**Diversifying our community:** Our £1m Black Bristol Scholarship Programme will support around 130 undergraduate and postgraduate Black students over the next four years. We increased the proportion of high-quality overseas students on our programmes to 23%, up from 16.8% in 2015. Progressing towards our goal to eradicate the professorial gender pay gap, 40% of University Executive Board members are now female, up from 28% in 2015.

**Fostering wellbeing:** Our dedicated Mental Health and Wellbeing Strategy, coupled with a new Residential Life service and Student Wellbeing Service, has increased pastoral support for students, alongside an 'opt-in' policy for mental health alerts that attracted more than 92% of new students.

**Enhancing sustainability:** After divesting from all fossil fuel investment, we are set to reach net carbon neutrality by 2030. Further policy innovations in sustainability are being led by the growing Cabot Institute for the Environment.

**High quality research:** Contributing to the global fight against COVID-19, our researchers led pioneering work on the biology and pathobiology of the virus, playing key roles in trials demonstrating the safety and efficacy of vaccines and anti-viral treatments. Insights from our experts in everything from aerosol science to domestic violence were equally instrumental during national lockdowns.

**Boosting the economy:** In 2020/21, our activities contributed £920m in GDP to the West of England's economy and supported 14,000 jobs across the region, according to an independent report by Oxford Economics.

**UNIQUELY BRISTOL: WE ARE... CURIOUS AND CREATIVE**

**Accelerating enterprise:** Working with our global partners, fellow institutes, community organisations and local government bodies has seen us expand our global footprint. We are now home to seven Specialist Research Institutes, Bristol Digital Futures Institute, and the Bristol Institute for Learning and Teaching (BILT). We also have strategic partnerships with the Perivoli Africa Research Centre and the University of Cape Town.

**Nurturing talent:** The Quantum Technology Innovation Centre (QTIC+) has placed us within the city's vibrant business ecosystem, bringing researchers, scientists, engineers, creatives, entrepreneurs, and investors together. Increasing our reputation as a hotbed for innovation, the emerging Temple Quarter Enterprise Campus will become home to state-of-the-art research facilities for the Bristol Digital Futures Institute and the My World Creative Hub.

**Attracting students:** Our Campus Heart Programme is transforming student spaces, which are the centre of our community. We are welcoming more students from state schools, who made up over 76% of our recent intake, up from 61% in 2015. A new contextual offers system has seen 33% of those students joining us from aspiring state schools, up from 21% in 2015. By improving access for high-potential students from the local community, the Bristol Scholars programme has recruited 218 students – 28 of whom have graduated, with 21% obtaining a first-class degree. Our Bristol Futures Curriculum Framework is now university-wide, improving students' experience of assessment and feedback through the internationally renowned TESTA process.



# BUILDING ON OUR SUCCESS

**MICHAEL PEARSON**  
 HEAD OF STUDENT COUNSELLING,  
 LGBT+ NETWORK AND EDI OVERSIGHT  
 COMMITTEE MEMBER  
**UNIQUELY BRISTOL**

Realising our ambitions means investing in our core activities and building on our strengths – by focusing on what we call our pillars:

## World-leading research and innovation with local, national and global impact

Through increased investment and targeted collaborations with partners across the world, we will build on our disciplinary and interdisciplinary excellence, facilitating societal change and a culture of mutual learning. Our new Bristol Innovations platform will advance these ambitions – it will create more opportunities for commercialisation and research generation, meeting our overarching goals to positively impact areas of global interest, including social justice, public health, the environment and creative innovation.

As champions for free speech and academic freedom, we are committed to providing an inclusive, collegial and agile culture. We will continually improve how we support and incentivise people on all career pathways, in order to strengthen our reputation as a leading academic destination of choice.

Bristol's culture is underpinned by intellectual curiosity, co-production and social responsibility, which drives our ambitions to deliver discovery and challenge-led research leading to significant impact. It's important that our future plans build on this ethos, so that we can continue to attract and retain our best talent, enrich our academic community, and build on our reputation for integrity and excellence.

**Professor Phil Taylor, PVC for Research and Innovation**



**UNIQUELY BRISTOL: WE ARE... BOLD AND BRISTOLIAN**

## An inspiring education and transformative student experience

Curiosity, research excellence and innovative teaching are the bedrock of our university. In order to meet our students' diverse needs and empower them to flourish, we will create a dynamic, flexible and inclusive learning environment across our physical and digital campuses. By re-imagining an education portfolio that supports lifelong learning, incorporates blended and in-person modes of delivery, and builds a sense of community, we will provide a high-quality student experience where everyone feels accommodated and welcomed.

Strengthening our partnerships with further education providers will enhance our efforts to prepare our students for their future, helping them develop the skills and experiences that will serve them in their studies and beyond.

Our educational vision is to create an intellectually stimulating environment for students in which they thrive and grow as learners, individuals, and leaders of positive change. We will integrate research in our teaching to inspire curiosity, develop students' respect for evidence and their appreciation for different perspectives, and foster a love of learning. We want to enhance our inclusive culture and continue to welcome people with a wide range of experiences and backgrounds.

**Professor Tansy Jessop, PVC for Education**  
**Professor Sarah Purdy, PVC for Student Experience**

## The transformative power of the global civic university

The success of our civic mission depends on the collective participation of everyone at the university, and on working closely with local communities and businesses. Empowering our staff and students will play a vital part in realising our goals to co-create a more equitable, sustainable, and prosperous future that attends to the diverse needs of the region.

To ensure we remain aligned to our goals of responsible innovation and enterprise, we will work with local, national and global partners to create infrastructures primed to deliver new products, services and enterprise. This will ensure we make a positive impact on social, cultural, environmental and economic change.

Collaborative innovation will play a pivotal role in strengthening Bristol's standing as one of the world's most successful global civic universities. Mutual learning and knowledge exchange has always been at the heart of the university's approach. Building on these strengths will ensure we can continue to generate positive impacts such as inclusive growth, social value and increased wellbeing.

**Professor Judith Squires, DVC and Provost**

# ENABLING CHANGE

Delivering on our strategic ambitions means making the best use of our resources. We will do this by:

**UNIQUELY BRISTOL: WE ARE...**  
CARING AND INCLUSIVE

## Inspiring and supporting our people

We need to attract and support a diverse, adaptable and resilient community of people who are committed to working together to create a sustainable future. By investing in our people and nurturing their career choices, we will foster an innovative, inspiring and supportive workplace where the most talented people from across the region and the world can reach their full potential. Taking care of people's wellbeing and rewarding their endeavours will be key to our collective success.

## Creating a world-class campus

Providing access to world class digital services will empower people to learn and collaborate from anywhere in the world. Maintaining secure and ethical data processes will be equally important to the efficacy of our operational procedures and the evidence-base for our research. Coupled with our plans to create blended learning and working environments, this will ensure we become a world-leading civic institution, geared to provide the highest quality academic experience.

Plans are already unfolding to create campuses that will serve our future students and provide increased benefits for the city. This includes our flagship development in Temple Quarter Enterprise Campus, a new Innovation District for the West of England, investing in a science estate, meeting our Carbon Net Zero target, and creating a new University Library at our Clifton Campus. Students are at the heart of our plans, as we look to improve the quality, affordability, accessibility and environmental credentials of our accommodation.

## Investing in our future

The high quality of our research and education depends on the people and facilities that make it happen. This means investing in transformational infrastructure and the resources to maximise both value and impact. Ensuring we remain financially resilient will be central to our future success, while meeting our obligations to our staff, students and taxpayers. We will balance our revenue between regulated and unregulated sources, including postgraduate programmes, international student recruitment, philanthropy and commercial income.

## Uniquely Bristol

Our values encapsulate who we are and how we work. We are:

**CURIOUS** AND / **CARING**  
**CREATIVE** / **INCLUSIVE**  
**LISTENING** AND / **BOLD**  
**LEARNING** / **BRISTOLIAN**

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To read the University of Bristol strategy in full, please visit [bristol.ac.uk/strategy](http://bristol.ac.uk/strategy)

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