

# Strategy Refresh

## Revised Final Draft White Paper

### MISSION

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

### VISION

By 2030, we will:

- be firmly established among the world's top-50 universities
- be renowned for the quality of our research and scholarship
- provide an education and student experience that attracts the very best from across the globe
- be highly networked nationally and internationally
- benefit from a culture of innovation, inclusivity, community and partnership
- be a model global civic university empowered by our sense of place and connections
- be a beacon of environmental sustainability

### VALUES

*Curious & Creative:* We ask questions, we innovate and we embrace the new

*Listening & Learning:* We continually add to and share our own knowledge, we are open to the ideas of others, and we value co-creation

*Bold & Bristolian:* We work in partnership with our local community, and collaborate to have a positive impact, locally and globally

*Inclusive & Caring:* We are a place where everyone feels able to be themselves and to do their best

### A: PILLARS

#### World-leading Research and Innovation with Global Impact

1. **Global Impact:** Build on the University's disciplinary excellence and multidisciplinary research programmes in the key areas of: social justice; resilience (social, economic and physical infrastructure); environment and climate change; digital and data; health; and creative and cultural industries.

*Because:* focusing investment on areas of disciplinary and interdisciplinary excellence will nurture and enable an environment that creates a virtuous circle of quality, reputation and impact.

2. **Innovation and Enterprise:** Accelerate our growing commercialisation, start-up and scale-up activities; and expand our research and innovation partnerships with universities, industries, businesses, government agencies and other innovation assets within the Bristol city-region, including Temple Quarter, the new Western Gateway, and beyond.

*Because:* we are situated in a region with one of the UK's most dynamic knowledge-, technology-

and digital-intensive economies.

- 3. Research Alliances:** Boost the scale of our strategically important research through enhanced collaboration with other leading UK research-intensive universities and the establishment of a limited number of deep research partnerships with top international universities across the globe.

*Because:* strategic research alliances will support the delivery of high quality, world-leading, transformational research outcomes and impact at scale.

- 4. Talent and Culture:** Strengthen our international reputation as a leading destination of choice across all career stages, including PGR and early career researchers, by fostering a highly collegial, collaborative, agile culture and environment for leading-edge research through continuous improvement of our values, incentives and support processes.

*Because:* cultivating a supportive, sustainable, and respectful environment, characterised by integrity and inclusivity, will enrich our research community, help us attract and retain our best diverse talent, and ensure that people are able to thrive.

### **An Inspiring Education and Transformative Student Experience in a Changing World**

- 1. Research-rich curriculum:** Combine research excellence and innovative teaching in ways that develop students' curiosity, persistence and love of learning, equipping them to make a difference in society and their chosen fields.

*Because:* our reputation as a world-class research-intensive university needs to shape our education, enabling our students to be members of a scholarly community focused on the discovery of new knowledge.

- 2. Innovative teaching:** Inspire every student to learn actively, be creative and solve problems, drawing upon the best combination of in-person and online learning in each of our disciplines to foster their personal and academic development.

*Because:* our students deserve an education experience that is flexible, inclusive and dynamic, and our staff are encouraged to explore the best methods to teach and inspire curiosity.

- 3. Dynamic learning environment:** Create a dynamic, flexible and inclusive learning environment across our physical and digital campuses at Clifton, Langford and our new Temple Quarter site, which facilitate social and academic communities that intersect and learn from each other in formal and informal settings.

*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.

- 4. Support to thrive:** Support and empower every student to reach their potential personally and academically, providing the conditions and opportunities for them to thrive in their studies and beyond.

*Because:* classroom learning forms only part of the university experience and the environment and conditions we create for students play a critical role in their success and preparedness for their future.

- 5. Belonging:** Work with our students to create an inclusive culture, where everyone feels respected and that they belong, and we grow and celebrate our diverse communities.

*Because:* diversity is a strength, and we need to create a culture where students with a wider range of experiences and backgrounds feel welcome.

- 6. Student centred:** Place students at the heart of everything we do, understanding their diverse needs and partnering with them to co-create their university experience and make the decisions that shape our future.

*Because:* every student should feel known and listened to as an individual, and it is by working together that our university will flourish.

## **The Transformative Power of the Global Civic University**

1. **Future through partnership:** Co-create a more equitable, sustainable, and prosperous future, working in equal partnership with a wide range of organisations across a breadth of local, national and global communities, sharing our civic approach with our partners around the world.

*Because:* as a major civic institution, we are uniquely placed to convene a diverse range of organisations to drive positive change, deliver mutual benefit, and harness creative approaches to address global challenges in a local context, and love of learning that will position them for long term success in a constantly changing world.

2. **Empowered participation:** Enable university staff, students and community partners to participate in and drive our mission, embedding civic principles of equality to deliver sustainable mutual benefit across all areas of civic life.

*Because:* our students and staff are enriched through engagement with civic partners and we can realise the full potential of our civic mission to society, both locally and globally, by ensuring it is visible and pervasive across the university.

3. **Inclusive places, engaging people:** Ensure our infrastructure and new developments – including the flagship Temple Quarter Enterprise Campus – are key drivers of the civic mission, deliver public benefit, and help us engage under-represented communities through our education, research and employment practices.

*Because:* we have one of the largest physical footprints in the city, and our infrastructure supports the local economy, and provides opportunities to embody our civic values and bring about the positive change we and our partners want to see.

## **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.

*Because:* attracting and supporting a diverse community of people with great potential in all aspects of what we do will make us a global leader.

2. **Collaboration and partnership:** Sustain our strong community of scholars and professional services staff, who collaborate to find solutions to local and global problems.

*Because:* sharing knowledge and thought leads to great things.

3. **Adaptability:** Create an adaptable and resilient community in which people can adopt the approach to work that best suits their own individual needs and those of the institution.

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

4. **Destination of choice:** Build on the radical overhaul of our university promotions process, success of the recently established Bristol Institute for Learning and Teaching (BILT), and development support for early career researchers, to enhance our reputation as a destination of choice for highly-talented academics.

*Because:* we want the 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. **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.

3. **Transformational facilities:** Open the first phase of our Temple Quarter Enterprise Campus, seeding the new Innovation District for the West of England, to enhance digital and creative industries research, knowledge exchange, and industrial and community collaboration; and create a New University Library in the heart of the Clifton Campus to provide world-class state-of-the-art library facilities for our staff, students and visitors and a new cultural destination for the city of Bristol, located in a new City Square that will provide a welcoming and inspiring public realm for the whole city.

*Because:* the facilities provided by the Temple Quarter Enterprise Campus and new University Library will make a significant difference to our city and region and are critical to fulfilling our academic ambition.

### **Investing in Our Future**

1. **Resource management:** Deploy resources to maximise the impact of our research, delivering an excellent education and 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.

## **C: CROSS-CUTTING THEMES**

### **Developing Internationalisation and Global Relations**

1. **Partnerships:** Build a small number of deep inter-institutional education and research partnerships of scale with like-minded high-quality UK and global universities in strategically important areas and explore a limited number of transnational education and research opportunities that complement the University's priority research themes.

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

2. **Portfolio:** Develop and strengthen the University's academic programme portfolio, including a new Business School, innovative new postgraduate programmes and online offerings, as well as physical and virtual student mobility opportunities 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. **Complementarity:** Develop both on-campus and off-campus initiatives that allow the benefits of internationalisation to positively impact the experience of all our students, our colleagues and the broader 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.

### **Embedding Environmental Sustainability**

1. **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.

2. **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.

3. **Living lab:** Use the University's net-zero transition as an opportunity to provide thought-leadership in partnerships with students, staff, community groups and the business community around shared sustainability ambitions.

*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. **Access and Participation:** Accelerate the progress we have made in widening participation in recent years by implementing proactive admissions policies and alternative entry routes to increase representation from: mature and local learners; those from postcodes with the lowest rates of progression; and Black and Asian students. We will also address inequalities in outcomes by ensuring our educational offer is inclusive and accessible; supporting mental health and wellbeing; and supporting successful transition to university life and study, improving employability.

*Because:* fair access to, and success in, higher education is critical to social mobility and key to social justice.

- 2. Culture:** Foster a positive and supportive culture, that values excellence and celebrates diversity of identity, by building on progress we have made to create an inclusive community, where all staff feel empowered and respected, to: eliminate the gender pay gap; implement targeted initiatives to attract and retain staff from under-represented ethnic, cultural and faith backgrounds; celebrate and support the LGBT+ members of our community; and develop targeted actions to recognise intersecting experiences of oppression and discrimination.

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

- 3. Employer within the community:** Strengthen our position as a global civic university by: collaborating with external partners to develop and share good practice; engaging with Bristol communities as a diverse and respectful employer; developing our targeted apprenticeship and employment outreach programmes to promote opportunities to a wider more diverse audience; fostering civic engagement activities and a sense of social responsibility in our students; and diversifying our supply chains to support businesses owned or led by under-represented groups.

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