Vision and Strategy 2016-23

• Re-imagining the Civic University
  • Education and the student experience
  • Research, innovation and partnerships
  • Our staff and ways of working
  • Internationalisation and global relations
  • Infrastructure and sustainability

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Education and the Student Experience

- The value of a research-rich curriculum
- Innovation as an emerging theme
- Diversity and inclusion
  - Bristol Scholars
  - Contextual Offers
  - Sanctuary Scholars
- Student Mental Health
- Employability

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Research, Innovation and Partners

- PhD Training – CDTs, BDC, overseas partners
- Building capacity – VC’s Fellowship Scheme
- Specialist Research Institutes
- University Research Institutes
- Industrial Strategy Challenge Fund
- Global Challenges Research Fund
Our Staff and Ways of Working

- Unprecedented pressure on staff
  - Workload
  - Regulation
  - Pay and pensions
  - Morale
- Recruitment and retention
- Diversity and inclusion
- Living wage employer
- Gender pay gap
- Staff mental health
Internationalisation

- Student recruitment
- Scholarship programmes
- On-campus internationalisation
- Research partnerships
- Student supports
Infrastructure

• Rolling programme of refurbishment
• Campus Heart Programme
  • Indoor Sports Centre
  • Senate House
  • Royal Fort House
  • University Library
  • Public Realm
• Temple Quarter Enterprise Campus
Sustainability

- Bristol Futures
- Cabot Institute
- Smart Cities Research
- Fossil Fuel Divestment
- Carbon Neutral Target
Challenging External Context

- New regulator – OfS
- New research organisation – UKRI
- Immigration policy - MAC
- Funding review - Augar
- Brexit deal
- International competition

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Future of University and City inextricably linked

- Largest employer (~7000)
- Each student contributes >£10k to economy
- University contributes >£1bn p.a. to economy
- Skills pipeline for NHS, SMEs, industry
- Industry R&D partnerships (e.g. NCC)
- Incubation, start-ups and scale-up
- Volunteering, sports, culture, civic activities
- Targeting attainment gaps and disadvantage
University and City must run to stand still!

- National industrial strategy
  - Graduate pipeline
  - Research, innovation and partnerships
  - Growth in areas of strength for UoB
- Estimated skills needs over the next decade
  - 80,000+ new jobs
  - Challenging immigration environment
- Intensity of the competition
  - Level of investment
  - Supportive policy making and ecosystem
  - Branding and marketing

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Consider the cost of inaction!

What is Plan B?