



UNIVERSITY OF
BATH

Making Our Future: Strategy 2036





Our framework for success

In just sixty years, the University of Bath has developed into one of the UK's leading universities, with rapidly growing global recognition and impact.

This achievement alone is extraordinary.

But – more than that – the talent, hard work and dedication of thousands of people over those sixty years have created a very special place. One where the quality of our education is held in equal esteem with the impact of our research. One in which our foundation as a sociotechnological university continues to help us solve real world problems today. Where our students enjoy one of the best experiences in the country, along with some of the top employment outcomes in the UK. A place where community and ambition combine to encourage performance excellence.

The world has changed enormously since we were founded. We face multiple and overlapping challenges globally, but also rapid progress and new opportunities to find social, environmental and technological solutions.

In the face of these challenges and opportunities, we cannot stand still. And we cannot assume past strategies for achievement will continue to be successful or sustainable in the future.

To deliver our vision and mission in an uncertain world with significant financial pressures requires real focus and agility. We must harness our strengths and focus on fewer priorities to a high degree of excellence and impact.

We also need to embrace strong partnerships with industry, government, other universities, philanthropic partners and civic organisations as never before. This strategy creates an enduring framework to better enable our talented staff, students, alumni and partners to excel at what we do best – unlocking potential to create better futures.

Throughout our strategy, we will hold firm to our vision, mission and values. The role of universities is no less than to transform the world through creating new knowledge, shared and delivered through our education, research and innovation. Higher education institutions remain vitally important – perhaps never more so than now.

At the University of Bath, as we mark our 60th anniversary year, we look ahead as a confident, outward-facing university. And we set out three bold ambitions, so we can use our distinctive strengths in education, research and innovation to respond to the challenges we face, sustainably and with real impact, in the years ahead.

Professor Phil Taylor
Vice-Chancellor & President

Vision

A world that unlocks the potential of people and their ideas to make better futures.

Mission

To nurture talent, drive innovation, and cultivate knowledge that matters, measuring our success in the value we create for the world.



Values

Bath is a place where ambition is collective, curiosity is encouraged, and success is defined by the difference it makes. Our values help us create positive impact:

Innovation

We embrace new ideas and encourage curiosity, turning knowledge into real world outcomes that enhance lives.

Motivation

We celebrate excellence and share high standards that encourage us to continuously improve.

Partnership

We bring together people and perspectives to challenge assumptions, open minds, and build trusted relationships that deliver shared value and accelerate impact.

Ambition

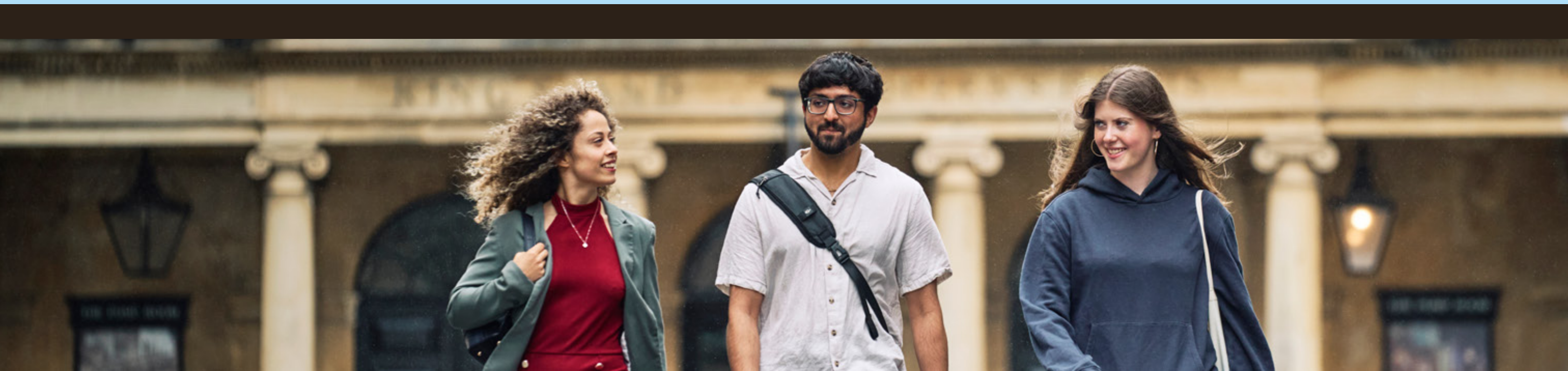
We are ambitious, both for ourselves and others, which we build on confidence, encouragement and shared success.

Community

We support an inclusive community where diversity in all its forms enriches our culture, creating an environment that nurtures as much as it drives.

Transformation

We connect knowledge with experience to advance sustainable change in individuals and society, improving lives and futures for people and the planet.





Our strategy

Our focus areas establish an enduring framework for the next decade of the University.

These together answer the fundamental strategic questions we face: how we will choose where to concentrate our efforts, how we will succeed through our distinctive strengths, and what foundations we must build to enable delivery.

Global excellence with impact

Raising the bar

Today

We are anchored in the beautiful City of Bath, world renowned for its UNESCO World Heritage status, for its hot springs, Roman sites, Georgian buildings, and as one of the Great Spa Towns of Europe with a long history in health, wellbeing and discovery.

We were founded as a technological university, operating at the intersection between science and society. Our distinctive strengths in science, engineering, social sciences and business continue to drive areas of international excellence and impact through global academic, societal and industry links.

Our international and inclusive community is drawn from 170 countries around the world, enriching our University with multiple perspectives and experiences. Our talented and dedicated staff are proud of the outstanding education and student experience we provide, and the impact of our internationally excellent research and innovation.

Tomorrow

Bath will be globally recognised for focused areas of research, education and innovation excellence, and their transformative impacts on the world.

We will strengthen Bath's international reach, deepen our excellence in key areas, grow innovation and form stronger partnerships, ensuring more people and places benefit from the positive impact of our work. Our community will embrace a truly global mindset and feel empowered to set new standards and support one another to meet them.

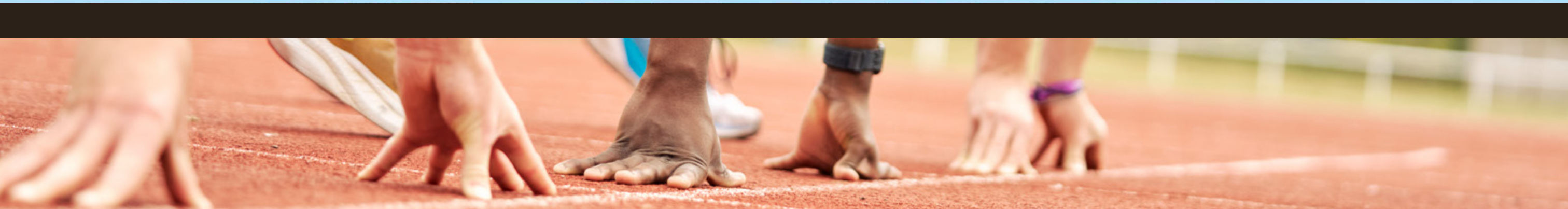
We will concentrate our resources and attention on areas where Bath can be genuinely world-class, and we will be equally clear about what we will not pursue. Our rolling five-year plans will make these choices explicit, naming what we are stopping as well as what we are starting.

How we will get there

Starting today, and over the 10 years of our strategy, we will:

- Concentrate our efforts on a smaller number of areas where Bath can achieve world-class impact. This builds on our inception as a specialised university from our very foundation, enabling us to focus our choices and our resources with confidence.
- Retain the excellence and focus of our education provision, but diversify how we deliver it through outreach, innovative pathways, meaningful partnerships and global employability initiatives. This will ensure more students around the world benefit from our outstanding education, graduate outcomes and opportunities.

- Invest in focused areas of world-leading research strength, increasing meaningful international collaborations and driving more breakthroughs with greater impact to tackle global challenges and support sustainable development.
- Accelerate the positive societal outcomes we create by growing focused, high-impact innovation activity.
- Build our capacity to be a partner of choice, making Bath easy to work with and more responsive to strategic opportunities.
- Activate our valued alumni network to amplify our impact and enhance our reputation in key regions.
- Empower staff throughout the University to embrace a truly global mindset and develop our ability to attract and welcome talent from all walks of life, so everyone feels they belong at Bath.



Building from our strengths

Unlocking the potential of people and places

Today

Community is one of our greatest strengths. We attract talented people and help them gain the knowledge, skills and capacity to realise their ambitions. This is reflected time and again in the pride of our staff, quality of our education, feedback from our students and our graduate prospects.

Our courses are intellectually bold and academically stimulating and our students have opportunities for high-quality placements and other experiential learning activities, which power strong employability outcomes.

Our place in the city, region and our close-knit campus is important to us. We are strongly rooted in our place and committed to enhancing our impact on the economy, skills and innovation where we are based.

Tomorrow

Our University and the spaces we create will be destinations of choice for top global and national talent from all walks of life, known as places that redefine performance – ambition built on care, confidence and community.

Bath's competitive advantage will lie in a distinctive combination of strengths that few institutions can match: excellence in our focused discipline mix, applied to real-world challenges, a research culture that is collaborative and connected to practice, an education model that builds skills and experience alongside knowledge, and graduate outcomes powered by a culture of employability embedded throughout the student journey.

We will innovate to ensure the quality of our education, experience and outcomes remains exceptional, and accessible to all student groups. Our graduates will gain the cutting-edge knowledge,

skillsets, and experience to contribute as global citizens and future leaders.

Staff, students and partners will be energised by our collective sense of purpose, empowered to realise their goals within a diverse and inclusive community that understands health and wellbeing is a bedrock for success.

Our sense of community will be deeply entwined with Bath as a university city, and our collaboration with partners in the region will drive job creation and productivity as well as environmental and social benefits. And wherever we are working around the world, we will bring the spirit and values of Bath to our education, research and innovation.

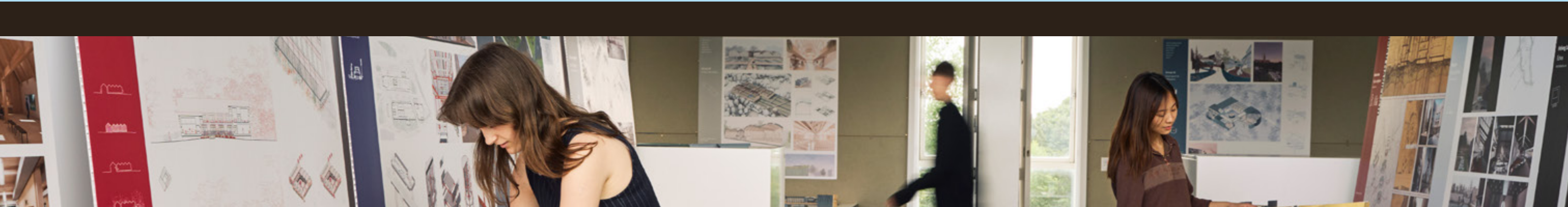
How we will get there

Starting today, and over the 10 years of our strategy, we will:

- Protect student success through the quality of our education and student experience, two of our core strengths.
- Empower our students to thrive at Bath and beyond by maintaining our exceptional

employability outcomes and preparing our graduates to make outstanding contributions to the organisations and places they move onto.

- Partner constructively with The SU (students' union) and learn from student voice to enhance student experience in University spaces, in the city of Bath, and further afield.
- Empower our staff with the knowledge, tools and engagement opportunities required to drive forward our strategy, and with the skills they need to support career pathways and personal trajectories for success at Bath and beyond.
- Embrace diversity, widen access and opportunity, unlocking their ability to enhance our culture of performance, curiosity and success.
- Grow our civic role, to unlock the potential of Bath and the West of England. Working alongside partners, we will harness our strengths to generate economic, social and environmental benefits and opportunities for our place and communities.
- Intensify the role of our excellent sport ecosystem across research, education, participation and performance in supporting our academic reputation and impact.



Foundations for the future

Creating an environment that fuels success

Today

From the beginning, our University was designed to be different, innovative and inclusive, and our Claverton Down campus was built to support this. Our environment has served us well, supporting a vibrant community, where academic and social life encourages collaboration, debate and the exchange of ideas.

As we have grown in both size and ambition, we have built our presence in the city of Bath as well as launching new innovation activity at our site in the Bristol and Bath Science Park. We have made prudent investments in physical and digital infrastructure and expanded our world-class sports facilities.

We recognise that the systems and spaces that have served us well in the past will need to change to ensure they are fit for the future. And we also recognise that taking managed risks, joining up teams and expertise, and being agile in our approach to change will be vital in our next chapter.

Tomorrow

Bath will have the thriving culture, inspiring spaces and next-generation systems that empower our people and partners to deliver transformative excellence and impact.

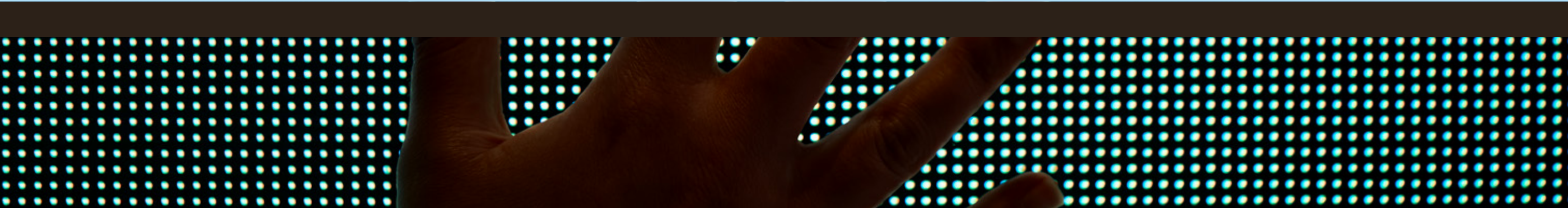
As a multi-site University, activity will be intentionally located where it has the biggest impact. Our choices about buildings, technologies and systems will centre our people and high-impact activity, and we will build, refurbish and invest with sustainability central to our decisions.

We will actively encourage a culture of openness, empowering people across the organisation to manage risk and seize opportunity. We will continue to uphold academic freedom, supporting open debate and independence of thought in a community of mutual respect. Our ways of working will be agile and collaborative, our decisions timely and well evidenced.

How we will get there

Starting today, and over the 10 years of our strategy, we will:

- Focus our investment to create the cohesive digital and physical infrastructure we need to underpin the highest quality education, research and innovation.
- Embrace sustainability in the widest sense, setting achievable goals and taking bold, tangible steps to enhance our environmental, social and financial performance.
- Refresh our estate by clearly linking our places, people and their purpose, intentionally investing in areas of strength and co-locating with partners to build impact.
- Develop our digital systems and capabilities together, so we support our people to maximise the benefits of technology.
- Transform our ways of working to support agile decision-making and good governance.
- Enable leadership capability at all levels of the University and break down barriers between functions, to help power our course through uncertainty.
- Develop core capabilities and management systems that allow us to deeply understand progress against our strategy, celebrate successes and embrace learning from failures to enhance our future performance.





How we will use our strategy

Our strategy is deliberately different. In a fast-changing and uncertain world, documents that promise a step-by-step guide to the next decade don't work. Clear direction, combined with agility, does.

Our strategy is our framework for success, underpinned by rolling five-year plans, refreshed annually, that define our specific goals, targets and workstreams. Together, our Strategy 2036, five-year

plans and integrated performance monitoring set our direction and ensure our resources and efforts put us on a trajectory for success.

We also need to act differently. We are seeking to differentiate ourselves not by being different in what we do but different in how we do things. We believe universities must renew their focus, embrace accountability and demonstrate their impact.

We must respond to global challenges such as health crises and the threat of climate change, widen access and open up opportunity, stimulate innovation and productivity, and develop exceptional graduates and colleagues with the ability to make outstanding contributions to the world around them.

We will need the collective experience and talent of our whole community, our partners and supporters, to achieve our goals over the decade of this strategy.

Our people need to be empowered to take action in line with our strategy, enabled by nimble decision-making and systems that support rather than constrain. This is both a call to action and an invitation to take the next steps alongside us.

Please join us in this new chapter for our University, one in which we expand our horizons, collaborate more intensely, and lift each other up to achieve transformative impacts for the world.

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We Make Futures

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