



Making Our Future: Strategy 2036

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.

Our 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.





A framework for success

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

Global excellence with impact

Our focus and standards

By 2036: Bath will be globally recognised for focused areas of research, education and innovation excellence, and their transformative impacts on the world.

Building from our strengths

Our people and places

By 2036: 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.

Foundations for the future

Our environment and infrastructure

By 2036: Bath will have the thriving culture, inspiring spaces and next-generation systems that empower our people and partners to deliver transformative excellence and impact.

Global excellence with impact

Our focus and standards

1. What is our aspiration?

Global recognition for focused excellence, making better futures for people and the planet

2. Where will we focus?

- Concentrate resources on fewer areas where Bath can be genuinely world-class
- Be equally clear about what we will not pursue
- Strengthen the international reach of our education and research, and grow focused innovation partnerships
- Diversify education through outreach, partnerships and new pathways

Building from our strengths

Our people and places

3. How will we succeed?

- Differentiating through how we do things, not just what we do
- Maintain exceptional employability outcomes and strong UK performance
- Empower staff and students to realise their goals in a diverse, inclusive community
- Staff and student health and wellbeing underpins success
- Widen access and opportunity
- Grow our civic role, working with partners to unlock the potential of Bath and the West of England

Foundations for the future

Our environment and infrastructure

4. What capabilities must we have?

- Leadership at all levels and collaboration to break down barriers between functions
 - Capability to refresh and maintain estate around people, places and purpose; cohesive digital and physical infrastructure; co-location with partners
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5. What management systems do we need?

- Agile decision-making, taking managed risks, learning from failures
- Rolling five-year plans refreshed annually; integrated performance monitoring
- Embrace sustainability in the widest sense (environmental, financial, social)
- Digital systems developed to support our people

