



Bangor University: Strategy 2030

A sustainable world for future generations

I was honoured to take up the role of Vice Chancellor of Bangor University in September 2022. We contribute towards a sustainable and flourishing environment, for our planet, for our country and for individuals across our communities. Sustainability is a core value and guiding principle for the University. Bangor University is a committed bilingual institution, taking great pride in our Welsh heritage and language. North Wales is an incredibly beautiful place to live and work. Staff and students here enjoy a rich experience and quality of life.

Bangor University is strongly positioned as a globally engaged institution that is deeply rooted in North Wales. We have consolidated our position as a research-intensive University, with a Research Excellence Framework performance in REF2021 that placed us second in Wales and 42nd in the UK. Moreover, seven out of ten final-year students who participated in the 2023 National Student Survey expressed satisfaction with the quality of their course. As with all universities, we face a future that offers both challenges and opportunities, and it is essential that we build on recent successes by pursuing the critical mass required to be a globally relevant, and sustainable university. As such, we present a strategy that is necessarily growth-oriented, and one that will require us to operate with agility.

Realising our ambitious strategy will mean that we can invest to further improve our excellent student experience and grow our world-leading, internationally excellent research. We aim to continue to deliver social, cultural, and environmental benefits through our sector-leading impact, addressing global societal challenges across areas including healthcare, climate change, and energy solutions for the future.

Our students will benefit from being taught by inspiring teachers and researchers, through a continually evolving curriculum informed and inspired by our research excellence. We will ensure that our students have a transformational education experience, and that they graduate from Bangor with the knowledge, ambition, and confidence to succeed in their post-university careers.

We are committed to our responsibility as a civic university and as an anchor for our region, contributing to the future prosperity of North Wales. As part of this commitment, we will seek to enhance our visibility and relevance in the region, for example, by developing pathways into higher education through meaningful engagement across the North Wales education sector.

One of the most important developments for the University and the region during the lifetime of this strategic plan will be the establishment of the North Wales Medical School. This critical initiative will increase the number of medical and healthcare professionals trained in North Wales, supporting the regional medical and health workforce, and increasing the University's research capacity and the growth of the regional life sciences sector.

I am committed to driving forward our Strategy 2030 to ensure sustainable growth, exemplary education, research with world-wide impact, and outstanding student experience, so that the University upholds its role in contributing towards creating a healthy and prosperous world to live in.

Professor Edmund Burke

Vice-Chancellor

MISSION, VISION AND VALUES

Our mission

A globally engaged, research-led university rooted in North Wales, providing transformative learning experiences and nurturing a positive impact on society regionally, nationally, and globally.

Our vision

A globally connected University, realising opportunities for success through transformative, innovative, impact-driven research and teaching, with a commitment to sustainability.

Our values and guiding principles

These four values and guiding principles are our cultural cornerstones, guiding our decision-making and how we work together as a University community.

Ambition

Inspired by our history and our people, we enable the extraordinary. We are courageous, ambitious for our University, our colleagues, and our students, as well as supporting the ambitions of our partners. As a place of academic endeavour, innovation, and transformation, we are driven to help enrich society. We are committed to excellence at all levels of the educational and creative experience.

Inclusivity

We provide equal access, equal rights, and equal justice to all. We will promote mutual regard for the rights and liberties of diverse people and their ideas, backgrounds, and approaches to the pursuit of knowledge and understanding. We trust, value, empower and care for each other, and we hold ourselves accountable. As collaborators we will be responsive and will achieve more together.

Integrity

We act with honesty and transparency and will seek to collaborate in all we do. We will facilitate intellectual growth through academic freedom, creative expression and communication of truth, knowledge, social and moral development.

Sustainability

We are passionate about promoting a culture and scholarship of environmental stewardship, living in harmony, and caring for the world in ways that meet our economic, social, environmental, and cultural needs. Underpinned by our world-renowned research, we will support the development of Wales as a bilingual learning country with a knowledge driven economy for the benefit of the world and future generations.

THREE PILLARS AND THREE THEMES

The University's strategy is underpinned by three strategic pillars and three transformational themes. The strategic pillars will sustain and progress our core endeavour to position the University as a driving force for higher education and the economy of North Wales, coupled with a vision that aims to be genuinely transformational, strengthening and promoting the University's potential thematically aligned to our strengths and national policy priorities.

Sustaining and progressing:

- Research excellence
- Transformational education
- Welsh language and culture

Strengthening and promoting:

- Economic, social and civic impact
- Global engagement
- Our people

Committed to:

- Institutional sustainability

RESEARCH EXCELLENCE

We will support the growth of our research base in areas of research excellence and scale and will publicly demonstrate the significant weight that we place on our research and impact activities. Our research will continue to be internationally excellent and societally relevant. We will also link research to our local environment so that its impact helps drive economic and social regeneration across the region.

OUR PRIORITIES

Global reputation

Our reputation will be developed by focusing on research excellence that is acknowledged as internationally excellent. To provide a credible differentiator, sustainability will underpin our research and we will establish a Global Centre of Excellence in Sustainability. We will encourage, support and reward interdisciplinary research and impact in Sustainability.

Excellence at scale

We will maintain a balanced portfolio meeting the needs of multiple, diverse funders, whilst seeking opportunities to realise potential from areas of research excellence that have existing or emerging scale. We will sustain increased levels of investment in our research infrastructure by establishing strategic change initiatives with the potential to have a transformative effect to advance our scale, and by pursuing opportunities aligned to more favourable funding outcomes. We will support interdisciplinarity through better coordination between colleges supported by professional services.

Transformative impact

We will prioritise areas of research excellence that have the potential for transformative impact on economic, industrial, and social regeneration, and use our knowledge exploitation capabilities to support our teaching, civic mission, and employability priorities. Integrated knowledge exchange and commercialisation expertise within the University and its subsidiaries will enhance outcomes and performance. We will promote research and impact as a seamless, congruent activity, supported by the University's Integrated Research and Impact Support service and academic structures.

Collaboration and partnership

We will partner and collaborate with key stakeholders to realise opportunities afforded by funding sources associated with prevailing economic, industrial, and social regeneration strategies and initiatives. We will partner with charities, government bodies, and companies – from start-ups and SMEs to multinationals – in a collaborative, creative endeavour that translates knowledge and research into impact.

TRANSFORMATIONAL EDUCATION

We will provide our staff and students with the opportunity to develop their minds and interests through enriched and transformative workplace and learning experiences, underpinned by five core educational attributes - challenge, inquiry, application, collaboration, and self-direction. Our curriculum will be research-led and digitally enabled to address economic, health and societal challenges, and will foster civic responsibility through connection to society. We are committed to delivering a personalised student experience for our students; this means providing support for all students to embrace opportunities, develop, and realise their ambitions.

OUR PRIORITIES

Regional, national and global significance

We will target growth of student recruitment through a broad-based, research- and practice-informed, bilingual curriculum portfolio that is evidence-informed and aligned to market demand, thorough curriculum and assessment reviews and the progression of strategic change, such as the establishment of the North Wales Medical School, to enhance the regional, national and global significance of our education provision.

Enhanced digital capabilities

We will develop our digital capabilities and ensure that all students, as part of their programmes, can engage in or experience digitally- or technology-driven research and innovation. We will embrace opportunities to combine the use of digital technology, with our transnational education provision and expertise in bilingualism, to develop the concept of the international classroom.

Accelerated learning environment

We will ensure that teaching and learning methods are contemporary and facilitate learning and achievement, through a well-trained, supported, and rewarded teaching community. Our learning environment developments will be inclusive and evidence-based, drawing from sector best-practice, thus enabling those who teach to deliver a high-performance learning environment and enhance the student learning experience. We are committed to physical and virtual learning environments that are inclusive, support students' lifestyle choices and provide high quality, sustainable facilities, and services regardless of location.

An excellent student experience

We want our students to be able to thrive academically and personally as part of a compassionate and supportive university community; as such we will work with our students and Students' Union to deliver an approach to students' mental health and wellbeing that is grounded in the lived experience of our students. We will enhance opportunities for social learning and group working activities on our physical campuses and virtual learning environments, to ensure they meet the needs of our students, and we will work with our Students' Union to provide a broad range of inclusive extra-curricular sports and social opportunities for students that go beyond traditional sport to include non-competitive and semi-competitive organised activities to provide the widest appeal across the student body.

Students as partners

We will work collaboratively with our students and Students' Union, ensuring they remain at the heart of our decision-making, in shaping their education and student experience through student representation on our Committees, in our approach to strategic developments and the day-to-day running of the University, including opportunities for student-centred services and facilities design to support and encourage student-led activities. We will close the "feedback gap" by continuing to analyse student feedback through established survey initiatives, clearly communicating to our students how we have responded to their feedback.

Enhanced student outcomes

We will improve opportunities for students to develop and enhance their knowledge, skills, experience, and cultural agility in order that they achieve the highest possible academic and employment outcomes. We will raise the aspirational thinking of our students and their ability to articulate their potential, to support successful transition into, or development in, the world of work.

We will develop and promote the concept of the Bangor Graduate, as a global citizen with the knowledge, skills and attributes needed to navigate the changing world of work. The Bangor Graduate will be connected to society, promoting sustainability through safeguarding our environmental, social, economic, and cultural well-being.

WELSH LANGUAGE AND CULTURE

Located in the heart of one of the most vibrant Welsh-speaking communities in Wales, we occupy a unique space in the social, cultural, and economic landscape. By further enhancing and strengthening our commitment to the Welsh language in teaching, research, community outreach, and in the workplace, our aim is to ensure that Bangor University is a sector-leader for Welsh language provision and world-leading proponent of bilingualism, contributing to the Welsh Government's long-term aim to reach a target of one million Welsh speakers by 2050.

OUR PRIORITIES

Our language, our workplace

We will promote a world-leading bilingual workplace that facilitates opportunities for our people to conduct all aspects of work through the medium of Welsh, nurturing and supporting individuals to engage with, and access Welsh, and fostering a positive and inclusive approach to the promotion and development of Welsh across the University. We will provide all our staff and students with the opportunity to develop and refine their language skills and will embed a Welsh language ethos as one of our core identities.

Our students, our future

We will aim to rebuild student recruitment across the region by creating a sector-leading Welsh language student experience, growing and enhancing the opportunities for students to study through the medium of Welsh and the resources that support this. Through the development and refinement of our Welsh language curriculum, and through extending Welsh medium employability opportunities, we will provide our students with the skills to walk confidently into a range of careers, producing graduates who can make a meaningful and sustained contribution to Welsh life, and beyond.

Social, economic, and cultural transformation

We will align our Welsh research agenda with local, regional, and national priorities surrounding social, economic, and cultural transformation. Across a range of disciplines, we will contribute to the sustainability of the Welsh language through our world-leading research around the Welsh language, literature, culture, bilingualism, and multilingualism, and continued innovation in language technology. We will engage with local and national government, health agencies and the business community in North Wales – notably, through the establishment of the North Wales Medical School – to ensure that our activities are relevant to the needs of stakeholders, language planners and policy makers, nationally and internationally.

Our communities

We will strengthen our relationship with communities throughout North Wales by ensuring that our activities are relevant and recognisable to people living in the region, working with local groups and stakeholders in a collective initiative to deliver social and economic transformation. We will continue to grow our commitment to Welsh culture and the Arts through our teaching and research and our Arts and Innovation centre, Pontio.

ECONOMIC, SOCIAL AND CIVIC IMPACT

Supporting a prosperous Wales, we envisage an *innovation crescent*, stretching from the Irish Republic to the Northern powerhouse of North West England with the University at its heart, driving a place-based innovation agenda. We will support a wealth of civic mission activities – regionally, nationally, and internationally – and recognise these as a fundamental aspect of our core activities.

OUR PRIORITIES

Supporting business

We will play a lead role in the economic growth of North Wales and the UK, influencing and supporting key industrial sectors and their supply chains. We will focus on sectors of regional significance and those with emerging potential for growth, such as health and low carbon energy, working in partnership with public and private organisations to promote resilience and sustainability. We will build on the success of M-Sparc, our Science Park, to support our aspiration for greater employability, start-up, and commercialisation across North Wales. We will specifically seek to play a lead role in the growth of a vibrant health and life sciences sector across the region through the development of research in the North Wales Medical School.

Regional skills

We will support regional workforce development through our undergraduate and postgraduate provision and the upskilling of the existing workforce through our Continuing Professional Development and professional qualifications programmes. We will lead a shared vision across the education sector in North Wales to bridge across statutory, further, and higher education boundaries and provide an alternative offer to established education and training routes through the development of pathways to meet regional skills needs.

North Wales Medical School

We will establish the North Wales Medical School as a transformational, inter-professional, bilingual learning and training environment. Built on a foundation of research and scientific progress, we will inform education and skills portfolios, contributing to improved health outcomes across the region. We will drive leading-edge research and practice in prevention and early intervention to address interrelated problems, such as a growing population, with an increasingly older age profile, and structural health inequalities across North Wales.

Cohesive, resilient communities

We will nurture cohesive and resilient communities, embedding civic engagement throughout our strategies and operations. We will ensure clear, effective, and regular stakeholder communication, to improve and enhance our relationships for mutual benefit. We will work with external stakeholders to identify and address societal challenges, ensuring that our research addresses regional, national, and global challenges and opportunities. We will support local businesses and suppliers as a principle of our procurement practices.

An accessible university

We will maintain meaningful relationships with regional schools and further education communities to establish pathways to higher education, embracing a vision of widening access to engage and raise the aspirations of those underrepresented within higher education, supporting their successful transition into higher education and progression to successful careers. We will deliver a rich and diverse programme of public and social engagement initiatives and ensure that our facilities and spaces are accessible and can be used to the benefit of our local communities. We will develop and enhance our cultural activities for the benefit of the wider community through our Arts and Innovation centre, Pontio.

GLOBAL ENGAGEMENT

We will create and support opportunities for our students and staff to become globally engaged, working together with our partners to build a more sustainable world for current and future generations. Our approach to global engagement is founded on a commitment to work and deliver in partnership, valuing our multi-lingual and multi-cultural foundations to support our city, our regions, and our global partners.

OUR PRIORITIES

A global experience

We will provide a globally influenced experience for students by developing and maintaining a curriculum that reflects international issues and perspectives, increasing our international student population through a strategic, evidence-informed approach. We will ensure a global experience for all graduates through transnational education and student mobility, through which we will grow a global community that raises Bangor's reputation and improves our global brand and visibility. We will promote global staff and student mobility, collaboration, and scholarship. We will create opportunities for staff and students to undertake world-class research and innovation to build the knowledge and solutions required to support society and deliver global sustainable development.

Sustainable global partnerships

We will ensure our global activities are more focused and resilient, investing in our people and our strategic partnerships to realise our shared priorities, through improved communication and co-design. We will work with our global partners, Global Wales and align with UK and Welsh Government international strategies to increase relevance and impact. We will identify and develop collaborative partnerships that will contribute to the delivery of the University's Mission and Vision and will expand the footprint and influence of the University world-wide. A diverse and sustainable portfolio of partnerships will be strategically important to the University; this will include research, transnational education, and student and staff exchanges that will enrich experience.

Global Bangor

We will change the way that we work to support our global engagement to become a partner of choice locally, in our regions and globally. We will champion approaches that truly value and promote diversity in all forms, building upon our foundation as the leading bilingual institution in Wales and our commitment to cultural diversity. Our commitment to building a distinctive approach will encourage our University community to work together spanning academic boundaries, and encompassing students and staff, academics and professional services. Our local and global partners will benefit from our commitment to address shared challenges and to capture joint opportunities, which will bring the benefit of our University's global engagement back to Bangor and the nation of Wales.

OUR PEOPLE

We are committed to creating a healthy work and learning environment for staff, students, and the wider University community. We will create an outstanding, diverse, and sustainable workplace that will promote the achievement of personal and institutional goals and a common purpose. We will retain, recruit, support and promote talented and high-performing staff by creating an environment that will enable them to succeed. People are our greatest asset, and we will support our staff to deliver sector-leading outcomes.

OUR PRIORITIES

Health and wellbeing

Using a holistic healthy University approach, we will support our staff and students to realise their potential, cope with the normal stresses of life, work productively and contribute to their community. In addition to raising awareness of our current provision, we will develop health and wellbeing training, balancing the responsibility of the University and ownership by the individual, whilst promoting prevention and health equity. We will further embed dynamic working to support professional and personal responsibilities and well-being. A focus on workload, wellbeing, and resilience, with access to resources, support, and facilities will embed a culture that promotes a sustainable and healthy work-life balance.

Movement, physical activity, and sport

The University recognises the important contribution of physical activity and sport towards positive physical and mental health wellbeing. We will nurture an inclusive approach to physical activity and sport for staff and students, collaborating with partners, and aligning with national policy to ensure sport and physical activity plays a part in development of our strategic priorities. Our sports and recreation facilities will play a central role in campus life, as well as supporting the University's civic mission by providing valuable community assets to help enhance the health and wellbeing of students, staff, and the wider community.

Professional standards

We will embrace and support an environment that promotes positive values and behaviour as part of a diverse and enabling culture, championing the Welsh language, and creating a bilingual community of tolerance, dignity, and respect, with high professional standards.

Equality, diversity and inclusivity

We will continue to work towards the elimination of discrimination and advancing equality of opportunity, supporting staff and students to thrive in an inclusive and diverse, bilingual workplace and learning environment. We will take an active anti-racist approach and have a zero-tolerance approach to discrimination, harassment, or bullying.

Leadership

We will develop and support the growth of transformational and effective leadership, equipping our leaders and managers with the necessary skills, behaviours, and capacity to fulfil their responsibilities. We will develop a talent and succession pipeline which aligns with our long-term aims and aspirations.

Rewarding talent

We will attract, motivate, and engage with individuals to drive a high-performance culture where staff take responsibility for their own performance and development and adapt to continuous change. We will ensure that we encourage, support, and enable staff to acquire knowledge and skills, and develop new ways of working, to support and align individual aspirations to organisational goals. We will reward and recognise excellent contribution towards the accomplishment of the University's goals

INSTITUTIONAL SUSTAINABILITY

We will put foundations in place to ensure that the University can achieve its growth ambitions by underpinning our strategy with sustainable enabling infrastructure, resources, and services. A culture of excellence, innovation, and a willingness to think differently and to continually review the way we work, will be critical to deliver modern, digital, effective, and efficient services.

OUR PRIORITIES

Financial resilience

We will increase financial resilience and sustainability, and diversification of income, with a reduced dependence upon public funding. We will ensure all commercial provision provides value for money, considering other delivery arrangements, such as strategic sourcing, where this can enhance value for money. We will plan for a sustainable future, ensuring our operational business plans are aligned to the delivery of our long-term goals and the sustainability goals in the Well-being of Future Generations (Wales) Act.

Marketing and brand

We will invest in access to insight and intelligence to enable the University to be evidence-informed in both our portfolio development and marketing and recruitment operations. We will deliver creative marketing and brand building activity in support of our ambition to grow our reputation locally, nationally, and internationally, and to underpin all aspects of University business.

Our Campus

We will imagine and deliver an impactful programme of improvements to our physical and digital environments that will animate and activate our campus, driving student experience and success, providing an inclusive, welcoming and safe place for all our community, whilst investing in our learning and research spaces to ensure we meet the needs of a contemporary higher education offer. We will collaborate with the Bangor Strategic Partnership priorities, supporting the regeneration of the city of Bangor, and improving links between the University and the city. The University's Environmental Management System will continue to support our commitment to environmental sustainability.

Modern Professional Services

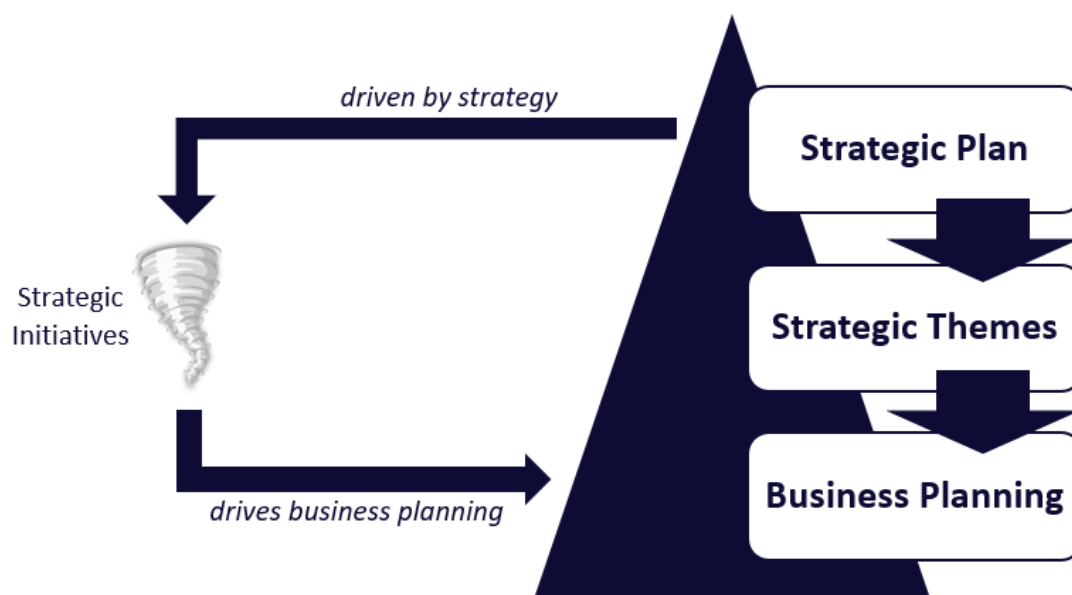
We will ensure that service delivery is fit-for-purpose, matched to the needs of students, staff and other stakeholders. We will maintain sustainable services through the elimination of unnecessary costs, without undermining core services, through continually reviewing the purpose of all services and processes, minimising management overhead, and removing duplication and competition between services.

Digital first

We will facilitate the University's strategy and sustainable ways of working through the provision of high-quality technology-based services, in the most cost-effective manner, delivering safe, reliable, accessible, and bilingual ICT services to support teaching and learning, research, the student experience, and all the University's processes.

DELIVERY

This strategy sits at the top of the hierarchy of our strategy framework, providing a long-term vision for our medium-term strategic themes (sub-strategies) and our annual business planning processes that will support operationalisation of our long-term strategic vision. These are supplemented by significant initiatives which are identified to accelerate the realisation of our strategic vision.



A performance framework is aligned to this hierarchy, comprising our core key performance indicators (KPIs), underpinned by a richer set of short-to medium-term goals and KPIs aligned to the strategic themes and annual business planning processes. A process of 'goal mapping' ensures that the short-to medium-term goals and KPIs are aligned to delivery of the long-term goals outlined in this strategy. The University's corporate and operational risk registers also provide qualitative insight aligned to each level of the strategy framework.

The strategic plan is approved and overseen by the Council, the University's governing body; the University Executive team, supported by its committees, approves, and has oversight of the strategic themes and annual business planning processes. The Council receives assurance on the delivery of short- to medium-term goals and KPIs through annual reviews of strategy and performance.

The Executive team will consult staff and students on the development of the strategic plan and strategic themes and ensure that the outcomes of strategy and performance reviews are clearly communicated. Through line management and/or representation structures, staff and students will have the opportunity to contribute to the annual business planning processes and influence the development and monitoring of operational plans.

The annual business planning processes will determine the allocation of resource which will be aligned to delivery of the University's KPIs, goals and long-term strategic vision, and will enable collaboration and consistency between academic and professional service areas.