





# VISIONARY

Bangor University is strongly positioned as a globally engaged institution that is deeply rooted in its history and community. The university's commitment to excellence is reflected in its research, teaching, and community engagement. In 2025, the university's research income is estimated to reach £100 million, and its teaching income is estimated to reach £100 million. The university's research income is estimated to reach £100 million, and its teaching income is estimated to reach £100 million.



I was honoured to take up the  
role of, 5.847 - 3hAc olChanc

VISIONARY.



20—30



# MISSION, VISION AND VALUES

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.



CREATE.

## 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 THREE THEMES

The University's strategy is underpinned by three strategic pillars and three transformational themes.



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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.







# RESEARCH EXCELLENCE





RESEARCH.

## OUR PRIORITIES

### 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



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

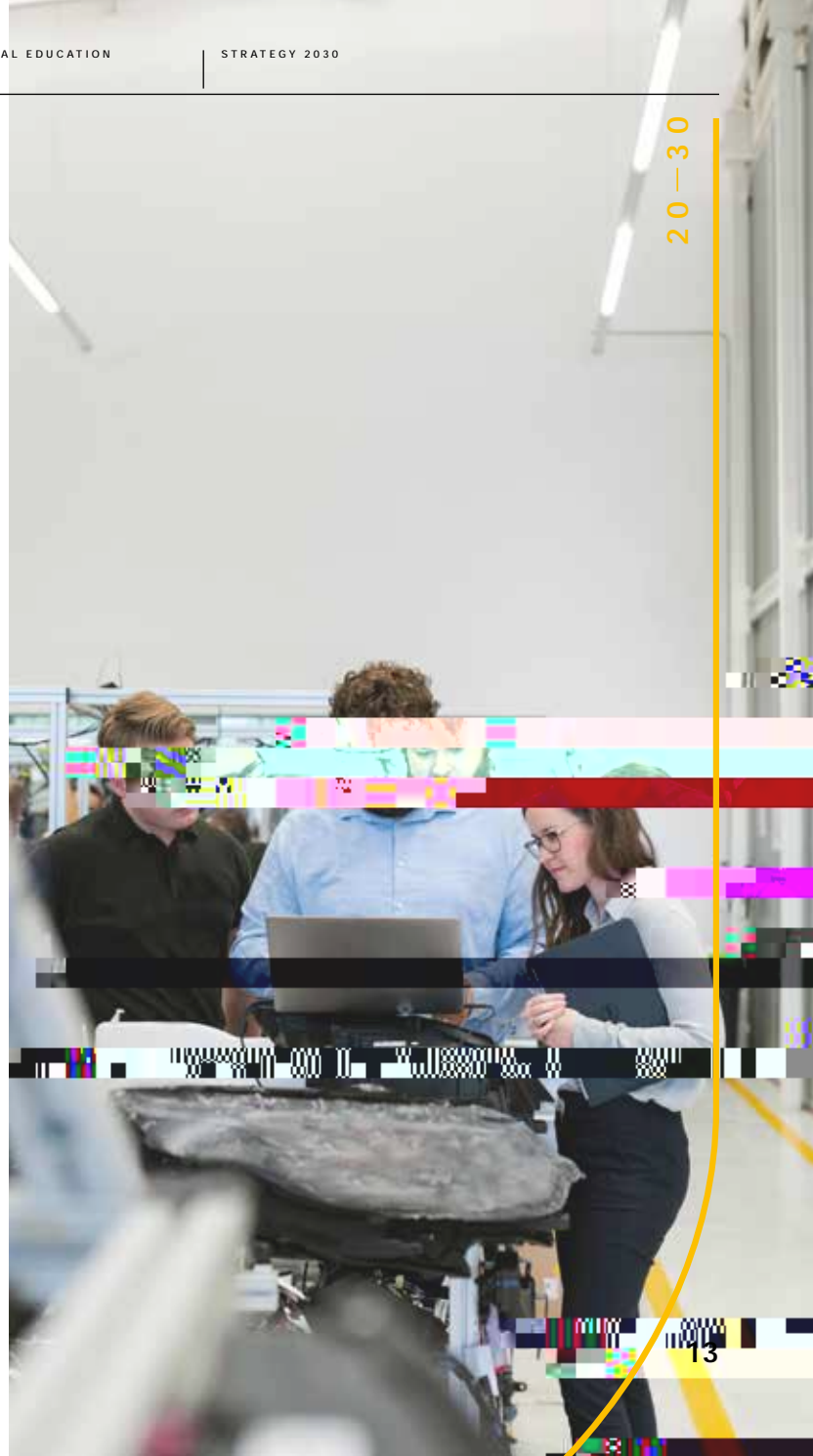
### Regional, national and global

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.

### 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.

RESPONSIBLE.







# 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 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.

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**SUPPORT.**

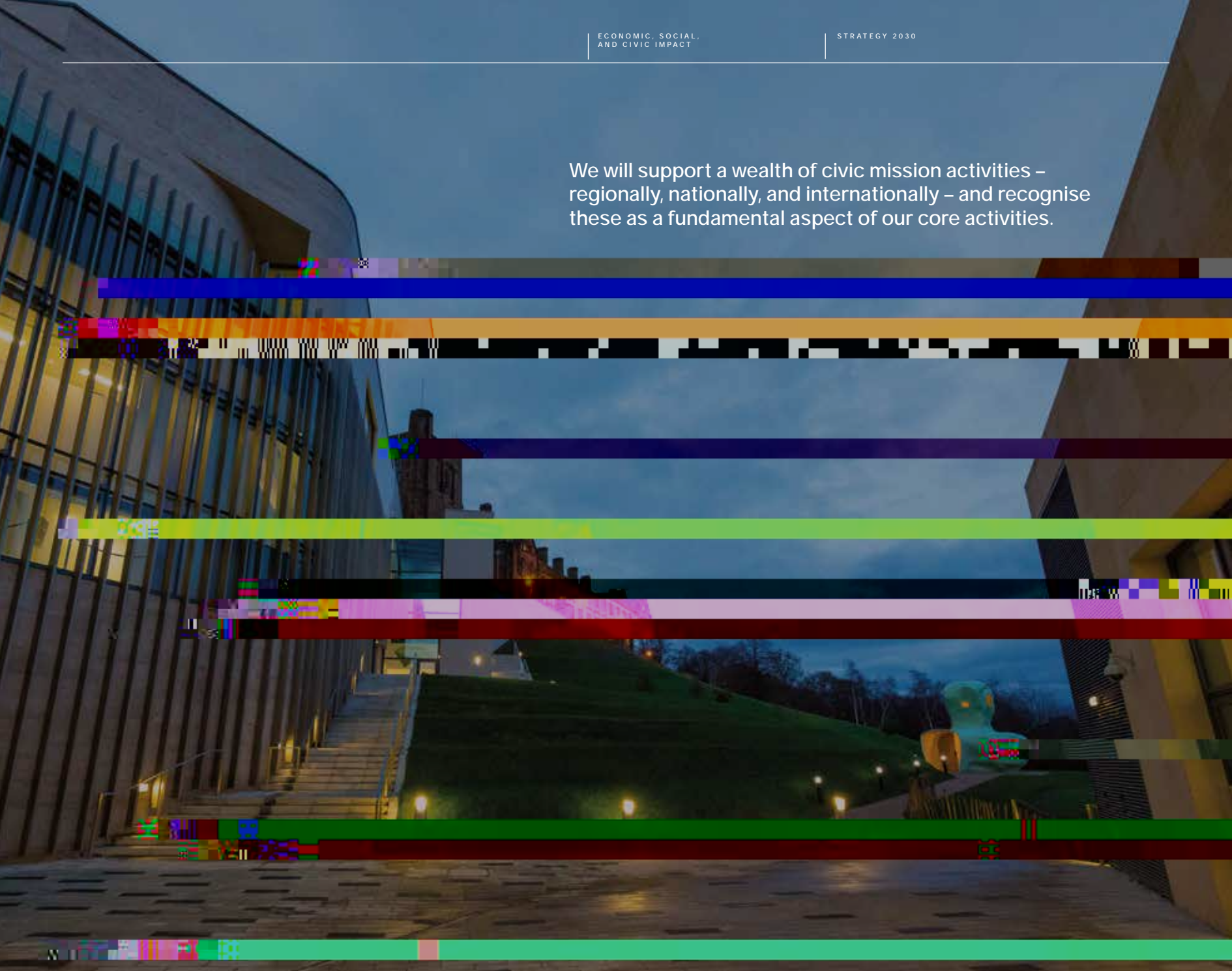








We will support a wealth of civic mission activities – regionally, nationally, and internationally – and recognise these as a fundamental aspect of our core activities.





# 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 develop and

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# GLOBAL.



# OUR PEOPLE



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.

### 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.

### 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.

### Leadership

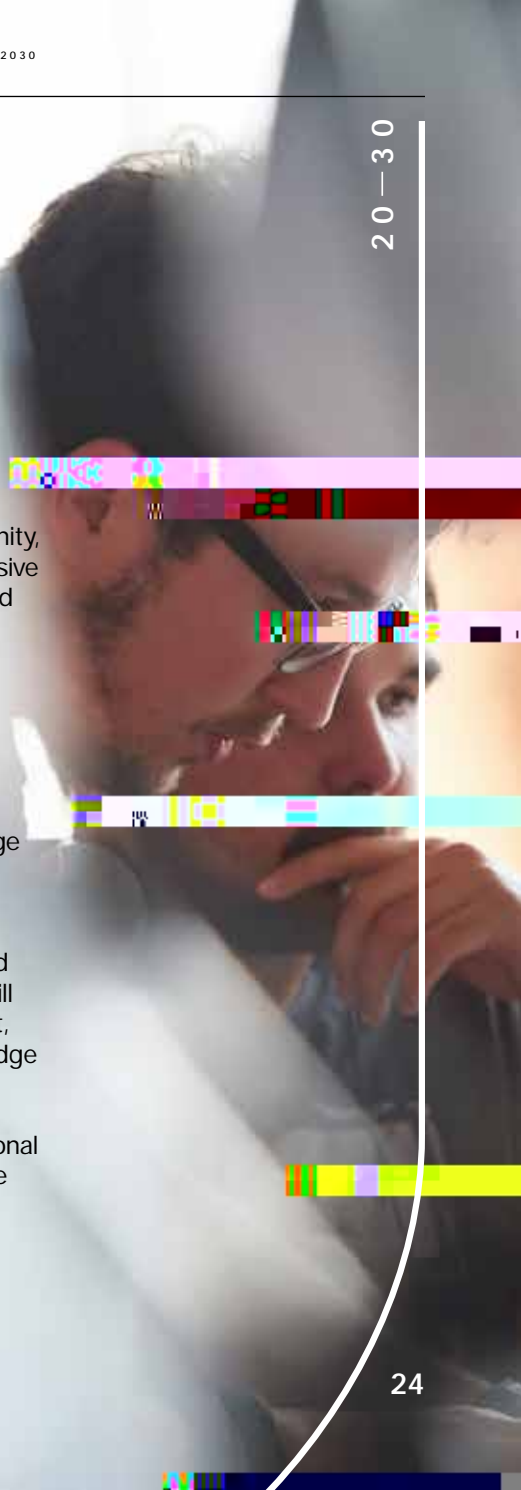
We will develop and support the growth of transformational and effective leadership, equipping our leaders and managers with the necessary skills, behaviours, and capacity to fulfil their responsibilities. We will develop a talent and succession pipeline which aligns with our long-term aims and aspirations.

### Equality, diversity and inclusivity

We will continue to work towards the elimination of discrimination and advancing equality of opportunity, supporting staff 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.

### 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.







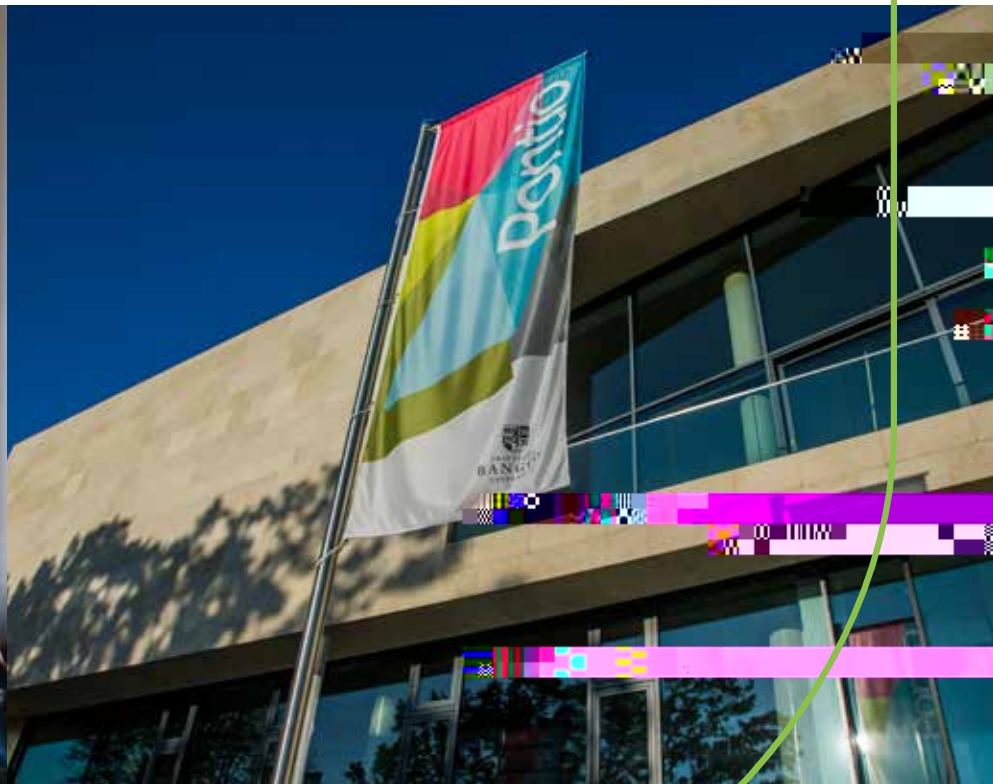
# INSTITUTIONAL SUSTAINABILITY

We will put foundational pillars in place to ensure that the University can achieve its growth ambitions by underpinning our strategy with sustainable enabling infrastructure, resources, and services.





## Modern Professional Services





# 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

The strategic plan is approved and overseen by the Council, the University's governing body; the University Executive team, supported by its strategy committees, approves, and has oversight of the strategic themes and annual business planning. 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 process and influence the development and monitoring of operational plans.

The annual business planning process 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.



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