

**Vision 2025**  
**University Campus of**  
**Football Business**  
**Institutional Strategy**



## Foreword

The following Institutional Strategy sets out the strategic priorities and ambitions for the University Campus of Football Business; this includes both the undergraduate degrees delivered under the UCFB brand and the postgraduate and executive education degrees and courses delivered until the GIS (Global Institute of Sport) brand.

This plan has been written and ratified by the University Campus of Football Business's Board of Directors to guide the Institution's plans; primarily the Academic Plan (FB23), as well as the various departmental plans that will be subsequently ratified by the Executive Leadership Team.

This strategy, contextualised by our mission and purpose, consists of five key themes; all of which are of great importance to the strategic direction for our Institution over the next three academic years. Where not otherwise indicated, these strategic objectives are meant to materialise by the end of 2024/2025 academic year.

## Contents

<b>Mission and purpose .....</b>	<b>3</b>
<b>Our strategic priorities, at a glance .....</b>	<b>3</b>
<b>Theme 1: Our institution.....</b>	<b>4</b>
<b>Theme 2: Our people.....</b>	<b>5</b>
<b>Theme 3: Our provision.....</b>	<b>6</b>
<b>Theme 4: Our partners .....</b>	<b>7</b>
<b>Theme 5: Our financial sustainability.....</b>	<b>8</b>

## Mission and purpose

Our mission and purpose define who we are, what we aim to achieve and why. Whilst the mission of our institution is unified, the different brands that operate under our umbrella serve complimentary purposes, aligning towards that same mission.

### **Our mission**

- To be the world’s leading sports education institution

### **Our purpose**

- *UCFB*
  - To provide diverse, experienced, best-in-class graduates to the football and sports industries
- *GIS*
  - To unite, inspire and equip the current and future diverse leaders of the global sports industry with the skills, knowledge and network to take the world of sport to continually new heights

## Our strategic priorities, at a glance

In order to remain on track to achieve our mission and purposes, we have a number of **strategic priorities**, underneath the following **key themes**:

<b>Key theme</b>	<b>Strategic priority</b>
1. Our institution	To be globally recognised as the leading sports education institution
2. Our people	To be a diverse, collaborative, world leading education institution
3. Our provision	To increase the breadth and reach of our courses and experiences around the world
4. Our partners	To be the leading global network for the sports industry
5. Our financial sustainability	To be financially responsible in funding our goals, ensuring value for money for our students, and creating shareholder value

## Theme 1: Our institution

### **Strategic priority**

- *To be globally recognised as the leading sports education institution*

We have seen immense progress made to develop and grow our Institution since its inception in 2011, starting with a single campus in Burnley to now operating across multiple campus locations. Despite this, we recognise that there is still much to do to fulfil this strategic priority and have set out a number of ambitions, which we aim to achieve across the next three years.

### **Our ambitions**

- We aim to register with the Office for Students and gain New Degree Awarding powers
- We aim to consistently be a top sports education institution for graduate employment; supporting a quickly growing global sports industry, recognising the needs of different geographic regions
- We will continuously grow our global reach by providing more outbound international opportunities for our students, as well as continuously increasing the international diversity of our incoming student body.
- We will diversify our portfolio to establish pioneering educational products in an increasingly broader range of sports and disciplines
- We will grow our elite sport academies to cover a wider range of sports

## Theme 2: Our people

### **Strategic priority**

- *To be a diverse, collaborative, world leading sports education institution*

Our Institution has always been dedicated to fostering a culture for students and staff alike, which is motivated to provide a positive environment for our people to prosper and further their development. We believe that the ambitions we have set out to achieve over the next three years will help to boost diversity and collaboration throughout the Institution, which are essential components for any aspiring leading education institution.

### **Our ambitions**

- We will continue to put our students at the heart of all we do; growing the level of student voice across our committees, and continuously reviewing and enhancing outcomes with respect to student success, achievement, and satisfaction.
- We will build a values-based organisational culture through communication, aligned values, goals, support and recognition of staff; collaboratively refreshing our institutional values by the end of 2022
- We will develop an impactful Equality, Diversity and Inclusion (EDI) Strategy, for both staff and students, underpinned by both internal and external expertise by the end of 2022
- We will develop and enhance an alumni strategy that supports life-long learning, strong global relationships and affiliation to the institution

## Theme 3: Our provision

### **Strategic priority**

- *To increase the breadth and reach of our courses and experiences around the world*

Our provision is fundamental to our Institution realising its mission. Our core provision to date has largely focused on undergraduate and postgraduate degrees in the football and sports industry based in inspirational UK campuses. Going forward, we endeavour to broaden our portfolio to include professional qualifications as well as increase our reach globally. In order to do this we have set out a number of ambitions.

### **Our ambitions**

- We will increase our study locations across the UK in order to maximise access to our education across our current core markets
- We will expand the reach of our provision both domestically and internationally through innovative and flexible digital and in-person learning options;
- We will continuously review our curriculum to ensure we continue to provide students with market-relevant, cutting-edge knowledge; that will best equip them for their future careers
- We will create an employer-lead portfolio of professional development courses to promote and support impactful life-long learning
- We will invest to ensure that the digital capabilities which underpin our provision are industry-leading and our systems are able to provide efficient, engaging and accessible experiences for our students

## Theme 4: Our partners

### **Strategic priority**

- *To be the leading global network for the sports industry*

Partnerships play a key role in the strategic direction of our Institution, helping to guide curriculum development and increase employment prospects of graduates whilst also helping to promote and embed the Institution into the forefront of the minds of the football and sports industry. Our Institution has established a unique network of highly skilled sporting-subject students, graduates and sports industry professionals poised to support both our Institution's and the sports industry's future ambitions.

### **Our ambitions**

- We will continue to develop and implement a partnership strategy that fosters meaningful and supportive relationships between the Institution and the sporting industry
- We will leverage our relationships with industry partners across a wide-range of global and local partners to enhance the education and experience we provide to our students, alumni and partners alike
- We will continue to consult with industry experts, continuously reviewing and improving opportunities for students to gain access to meaningful in-classroom and in-field industry experience
- We will continue to work with player and member associations across different sports globally to establish educational pathways for current or retired athletes

## Theme 5: Our financial sustainability

### **Strategic priority**

- *To be financially responsible in funding our goals, ensuring value for money for our students, and creating shareholder value*

In order to ensure we can fund our ambitions and sustain our ability to provide for our community, we as an Institution must continue to be mindful of responsible financial management, ensuring value for money for our students, and creating shareholder value.

### **Our ambitions**

- We will continue to have a united focus on value for money for our students
- We will review regional prices and scholarship provisions across our provision by the end of 2023.
- We will continue to seek growth and scaling opportunities, through innovation and expansion of how we can best serve the education needs of our markets.
- We will routinely review costs to ensure economic, efficient, and effective use of our resources.