

Vision 2026

**University Campus of
Football Business
Institutional Strategy**

UCFB

Foreword

University Campus of Football Business (UCFB) is an established, challenger, higher education provider, which provides relevant, highly valued, practice based, academically rigorous sports education, partnering the sports industry and Professional Statutory Regulatory Bodies (PSRBs). Since it began in 2011, UCFB has developed a reputation as a niche provider of higher education courses for the sports industry, ensuring organisations have the graduates they need to build a successful future.

UCFB's reputation is underpinned through the development of partnerships with industry leaders, professional clubs, businesses, and professional bodies at all levels, for the benefit of students and graduates. Delivering in iconic stadiums alongside sports and purpose built facilities, students are immersed in the industry, learning from academic staff who are grounded in the literature and practice of the sports industry. Our academic and professional services teams deliver an exceptional student experience, as evidenced through the National Student Survey (NSS) results and above sector benchmark graduate employability.

This institutional vision document sets out the strategic priorities and ambitions for UCFB. Vision 2026 reflects the successes of UCFB in its growth and development which is evidenced by the successful 'spin off' brought about by the management buy-out of the Global Institute of Sport (GIS). This has enabled a refreshed and renewed focus on the Institution's UK-based activities.

This vision document has been directed, encouraged and supported by the UCFB's Board of Directors and will guide the Institution's development and map its progress over the defined period. This vision sets out our mission, values and ethos, and is centered around five key themes which capture the spirit of our past and our ambition for the future which as a community of staff and students we will strive to achieve together.

Brendan Flood, Chairman and Chief Executive

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UCFB Mission, Purpose, Values and Behaviours

Mission and Purpose

To be the world's leading sports education institution, providing diverse, experienced, best-in-class graduates to the football and sports industries

Values

One team united around sport education

Fair play for all

Bringing your best game

Behaviours

Our DNA means that we look after each other as one learning community

We know that teamwork and collaboration are the fundamentals to achieving goals

We celebrate each other's strengths, differences and achievements

When we disagree, we challenge constructively, accept the outcome and move forward

We are inclusive, ensuring all students and staff are supported to succeed at UCFB

We are equitable in how we treat each and every person: committed to level playing fields

We are honest in our expectations of each other: educationally, academically and professionally

We are transparent in how we make our decisions

We are passionate about goals: for our students and for ourselves

We inspire others by how we act and what we achieve

We embrace innovation and better ways of doing things

We continuously strive to improve on our previous best performance

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Our strategic priorities

To fulfil our mission and purpose whilst living our values we have identified five key themes. Each theme has an accompanying strategic priority which assists in monitoring our progress towards achieving our mission.

Key theme	Strategic priority
1. Our institution	To be globally recognised as the leading sports education institution.
2. Our People	To recruit and develop a diverse, collaborative, student and colleague population who are committed to influencing the future of the sports industry
3. Our provision	To develop the breadth and reach of our courses and opportunities, providing internationally diverse experiences.
4. Our partners	To be the leading global network for the sports industry, focused on removing workplace barriers and increasing industry experiences
5. Our financial sustainability	To be financially responsible in funding our goals, ensuring value for money for our students, and creating shareholder value

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Theme 1: Our institution

Strategic priority

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

To be achieved:

- We intend 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 apply for a student sponsor licence to increase the international diversity of our incoming student body.
- We will diversify our portfolio to establish pioneering educational provision in an increasingly broader range of sports and disciplines to meet the needs of the sports industry.
- We will grow our elite sport academies to provide opportunities for athletes to study and develop.

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Theme 2: Our people

Strategic priority

To recruit and develop a diverse, collaborative, student and colleague population, who are committed to influencing the future of the sports industry.

To be achieved

- 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 continuation, completion and progression.
- We will nurture a culture of collaboration, respect and commitment to excellence, anchored by our values and behaviors.
- We will develop an impactful Diversity, Equity and Inclusion (DEI) Strategy, for both colleagues and students, underpinned by both internal and external expertise.
- We will develop and enhance an alumni strategy that supports life-long learning, strong industry relationships and affiliation to the institution.

Sub Strategy:

This theme encompasses a Learning and Teaching sub strategy which aims to develop learners who are confident, critical and industry ready. In outline, the learning and teaching sub-strategy includes a commitment to unite students and academics as co-creators of knowledge alongside an employer-led approach, underpinned by educational research, creating an immersive learning experience.

Theme 3: Our provision

Strategic priority

To develop the breadth and reach of our courses, activities and opportunities, providing internationally diverse experiences.

To be achieved:

- We will increase our study locations across the UK, maximising access to our education provision across our current core markets.
- We will continuously review our curriculum to ensure we continue to provide students with market-relevant, research, and industry-informed knowledge and skills; that will best equip them for their future careers.
- We will invest to ensure that the digital capabilities that unpin our provision are industry-leading, and our systems can provide efficient, engaging, and accessible experiences for our students.

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Theme 4: Our partners

Strategic priority

- *To be the leading global network for the sports industry focused on removing workplace barriers and increasing industry experiences.*

To be achieved:

- 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 to establish educational pathways for current or retired athletes.

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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*

To be achieved:

- We will continue to have a united focus on value for money for our students.
- Offer scholarships to widen access to underrepresented groups to reduce barriers to access, success and progression.
- 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.

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