# Creating a community without limits (staff)

Valuing individual talent and supporting personal progression

- **Value the whole person**
  Change how we recruit and support colleagues to create a more diverse community by viewing individual talent as what enables us to be successful. Our recruitment, progression and reward practices will value what the 'whole person' can bring and we will rethink the traditional reward and selection criteria such as 'time in similar role' to include all aspects of life experience, skills and achievements

- **Address barriers to progression**
  Identify and address barriers to progression for colleagues wishing to further their career by having open and supportive conversations, and ensuring our processes and working practices are inclusive and reflective of the diverse needs of our staff community

- **Develop diverse talent**
  Develop talent management programmes across all grades that remove barriers to career progression so that our academic and professional support leadership teams are representative of our aspiration to be more diverse, specifically in terms of gender, ethnicity, disability and socioeconomic background

- **Value continuous contribution**
  Find ways of rewarding colleagues not wishing to progress by recognising the value they bring and their continued contribution to the University
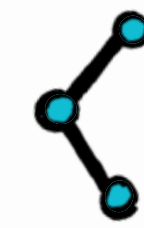
The right working environment

- **Rethink how we work**
  Think differently about work – focus more on ways of working, including communities of practice, improving work/non-work balance, flexibility of location, using digital tools to support us with efficient processes and continual improvements to how we do things

- **Create a collaborative and innovative campus**
  Use our campus very differently to collaborate and innovate and achieve the right blend of remote and on campus working to achieve a vibrant community. Campus development – new, refurbished and digital enhancements will evolve spaces to reflect our desire to work in different ways and encourage other partnerships and communities to join us

- **Embrace Digital solutions**
  Embrace digital tools to empower, enable and inspire us to work and collaborate. We will develop our staff to feel confident and effective using new and existing digital solutions

- **Develop a safe space environment**
  Encourage a culture of respect and wellbeing, where individuals are involved in change, supported to take risks with no blame attached, and feel comfortable to challenge colleagues at all levels. We will not tolerate any form of discrimination, prejudice or bullying. All individuals will be respected for who they are and the contribution they make

A sense of belonging and inclusion

- **Foster a culture that values people**
  Develop a culture where every member of staff feels valued for their contribution, not just through the annual review, but on an ongoing basis from their first day at work

- **The right behaviours**
  Recognise that it's not just 'what we do' (technical skills) but 'how we do it' (behaviours) is just as important. This means developing ways of working that are inclusive, supportive and in line with our vision and principles and will help drive a sense of community with a common purpose. This includes engaging our community in building a framework of preferred behaviours that will facilitate a cultural shift in 'the way we do things'

- **Being our best inclusive selves**
  Build awareness of what we mean by 'inclusive' and ensure we value the diversity of our community. Everyone should feel a sense of self efficacy, and be able to be themselves at work and achieve their potential

Provide an education that empowers

Transforming the whole student experience

- **Create a seamless student experience**
  Developing our physical and digital systems, processes and services to deliver a consistent quality joined experience along the entire student journey from inquiry through to alumni

- **Make effective and consistent use of data**
  Collecting, processing and using data intelligently to provide a personalised approach, allowing students to easily access the right information/services, from anywhere and from any device. And through data identifying where early intervention is required and allowing students to engage with wellbeing that previously may have been uncomfortable through human interaction

High quality, flexible, inclusive and accessible lifelong learning journeys

- **Develop innovative pedagogies and curricula**
  Build an interdisciplinary curricula that immerses our students in local, national and international issues to expand skills in problem solving, critical and systems thinking, creativity, negotiation, communication, collaboration, and entrepreneurship

- **Teaching and learning underpinned by technology**
  Use immersive technologies, learner analytics and AI to create the best personalised journey for all who study with us

- **Develop new ways of studying**
  Create frameworks and new awards that allow students flexibility in when, where, and what they study to accumulate credits over time to lead to the award of a degree, whilst expanding our non-standard provision such as online and apprenticeships

- **Prepare students for an ever-changing world**
  Use our curricula, personal development initiatives, careers services, and external partnerships to prepare our student community for a constantly evolving world

- **Personal development and reward**
  Provide personal development opportunities that enable students to benefit from lifelong learning throughout their futures. Students win recognition for the breadth and application of learning that they obtain from their diverse experiences at York both inside and outside of the classroom, through volunteering, work experience, interdisciplinary teaching, elective study and the wealth of opportunities that we make available and accessible to all during their time with us

Widening access locally and globally, and eradicating achievement gaps

- **Diversify our student community**
  Expand our outreach and recruitment to attract, retain and progress a more diverse student body both in terms of widening participation, lifelong learning and geographic intake

- **Not accept attainment gaps**
  Close gaps in continuation, progression and awards across the diversity of our student cohorts. How we teach and support learning outcomes reflects the needs of different learning styles and development requirements. All teaching and learning is accessible

- **Increase access to digital knowledge and resources**
  Remove digital poverty as a barrier for access as well as for success

- **Expand our distance learning community**
  We will have as many students studying at a distance as we have on campus

Local commitment on a global scale

➕ Partnerships with purpose

- **Pursue partnerships aligned to our principles**
Prioritise relationships with partners that engage with the social, environmental, cultural and economic challenges and opportunities of our time. Partnerships that facilitate new and innovative ways to discover, inspire and progress agendas, where public good is manifested in our collective achievements

- **Create collaborations beyond disciplinary boundaries**
Develop empowering and engaging partnerships that span disciplines, viewing complex challenges through multiple lenses – recognising and realising that strength comes from tackling solutions through combined perspectives

- **Chose partnerships and collaborations that inspire our teaching and innovate our research**
Expand and diversify our University community through international partnerships with other educational and research driven universities and organisations. Giving mutual access to different locations, experiences and people, leading to inspiration for our teaching, learning and innovation in our research while preparing our next generation for a global career

Partnerships designed to be different

- **Forge our own path to finding partnerships**
Build international and local partnerships with universities and organisations in areas and regions historically overlooked, forging our own path to finding new partnerships, by not following the crowd. Keeping public good at the forefront, our partnerships will be designed to break the mould through pioneering education, research, policy and practise

- **Have a different perspective to partnership benefits**
Value the importance of partnerships that do not create immediate benefit to us, continue to nurture them, and when appropriate add these new partnerships to our mix

- **Appreciate we have as much to learn**
Challenge any unconscious bias or academic arrogance. Approach all relationships with humility, an appreciation for diverse perspectives and a genuine understanding that we have as much, if not more, to learn from any partnership or collaboration

Partnerships that make a difference

- **Expand local and regional partnership opportunities**
Attract commercial partners to York that bring new perspectives, enhance the local economy and provide opportunities for underrepresented groups

- **Develop City and regional collaborations for public good**
Develop the City and the region as a force for public good through local collaborations targeted at overcoming inequalities, achieving climate neutrality and securing an economically sustainable future for our region and beyond

- **Share insight from real-world experience**
Establish 'living classrooms' where the City of York, the business sector, and our international partners bring real-world experiences to the University community to inform our research and teaching. In return supporting knowledge transfer back into the world through our joint learning and research application to inform, influence and action real change

Curiosity-driven and action-oriented research

Research excellence that drives discovery and inspires our teaching

- **Keep delivering excellence in research**
  Maintain our focus and drive for research excellence, recognising it is our curiosity driven impactful research that sets us apart. We will be at the cutting edge, shaping new fields of research and pioneering new ways of working, creating an environment where freedom of thought, curiosity and exploration are celebrated, and research is placed at the core of our teaching and partnership activities

- **Forge new international partnerships where research drives engagement and education**
  Pursue new international partnerships including Southeast Asia (Thailand in particular) and Eastern Africa including Mali, Uganda, Zimbabwe, Kenya, as well as South Africa, where research will drive the engagement, with education and local partnerships

- **Achieve closer integration of our research, teaching and engagement**
  Drive knowledge exchange between our University's exceptional research talent, curious students and our diverse partnerships – educational, industrial and governmental. These relationships will bring us real-world challenges to tackle, stimulating our research and informing our teaching, thereby ensuring the focus of our impact is for public good

- **Drive discovery through our students**
  Recognise our students are both recipients and drivers of discovery and new knowledge. Through a culture of mutual respect and love of the unknown, we will work in partnership with our students to find better ways to tackle real-world challenges through research and learning

Supporting our research community

- **Evolve a progressive research culture**
  Through a progressive research culture we show and grow exceptional leadership in research, by supporting strong career paths – from student to professor, and in particular developing the capabilities and experiences of our PGT and PGR community

- **Invest in next generation exceptional researchers**
  Attract and invest in new and diverse early career researchers, nurturing their development and success to encourage a new generation of exceptional researchers. This investment will be a clear indication of our commitment to making York a place where everyone can succeed, regardless of background, and will be a huge step towards creating a truly inclusive University community

- **Create the right structures, processes and systems to support research**
  Review existing ways of working and design a refreshed model (structure, processes and systems) that creates a research professional support community to deliver a seamless, consistent research support service for academics across pre and post award, reducing complexity, removing points of failure, providing clear roles and responsibilities, and in addition provide transparent career opportunities for support colleagues

Engagement with Industry for impact and income

- **Build ambitious industry partnerships**
  Seek and sustain relationships that reflect our wider University strategic principles of inclusion, environmental sustainability, internationalism and collaboration. By 2030 we have established a portfolio of ambitious industry partnerships that are delivering research impact though action. We are innovating alongside business and industry to create a more equitable and sustainable future for all in line with our public good ambitions

- **Leverage opportunities for impact and income**
  Pursue industry partnerships that deliver our research to the world at a scale we could not achieve by ourselves. The learnings we take from our industry engagement will drive new research and generate new income. In addition our relationships will create unique opportunities for students such as internships, coops, placement for careers, development of networks etc

- **Build the infrastructure to support our industry partnerships**
  Elevate business and industrial engagement as a recognised focus for the University, such that its value is visible throughout our leadership and planning structures. Supporting our business and industry engagement so it can be conducted effectively and efficiently, and is scalable allowing us to grow a healthy pipeline of capacity for business- and industry-focused work, enabling a higher proportion of our business- and industry-focused projects to grow in scale, significantly thereby increasing the impact and power of our academic expertise

Creating a community without limits (students)

⊕ A sense of belonging and inclusion

- **Create an environment of opportunity and respect**
  Every member of the student community is treated with respect, is afforded the same opportunities and feels at ease with being in our midst. Students' unions will be supported to provide opportunities for you to get involved in sports, societies, volunteering, social activities and experiences that will enrich your development

- **The right behaviours**
  Recognise that it's not just 'what we do' (technical skills) but 'how we do it' (behaviours) is just as important. This means developing ways of teaching and learning, and non-class room based activities that are inclusive, supportive and in line with our vision and principles and will help drive a sense of community with a common purpose. This includes engaging our student community in building a framework of preferred behaviours that will facilitate a cultural shift in 'the way we do things' Keeping our

Together York Charter current and relevant and central to our pedagogical relationship

- **Being our best inclusive selves**
  Build awareness of what we mean by 'inclusive' and ensure we value the diversity of our community. Everyone student should feel a sense of self efficacy, and be able to be themselves whilst studying at York and achieve their potential

- **Support freedom of inquiry and expression**

- **Foster a culture that values people**
  Develop a culture where every student feels their voice is heard, valued and responded too

The right environment to be a student

- **Deliver a new student building**
  That goes beyond the physical space, and provides a welcoming front door to the University, a social community environment that links seamlessly with the digital experience of accessing student services and support

- **Create a collaborative and innovative campus**
  Use our campus very differently for innovation in teaching and learning. Campus development – new, refurbished and digital enhancements will evolve spaces to reflect our desire to teach and assess in more inclusive ways and encourage co-creation and co-production with our students

- **Embrace Digital solutions**
  Embrace digital tools to empower, enable and inspire us to study and collaborate. We will develop our students and staff to feel confident and effective using new and existing digital solutions

- **Develop a safe space environment**
  Encourage a culture of respect and wellbeing. We will not tolerate any form of discrimination, prejudice or bullying. All students will be respected for who they are and the contribution they make. Offer a range of effective services that support students to resolve issues that may impact on their studies

- **Provide opportunities outside of the classroom**
  Students' unions will be supported to provide opportunities for you to get involved in sports, societies, volunteering, social activities and experiences that will enrich your development. Financial support will be available to ensure all students can engage in these opportunities

- **Rethink how we teach and assess**
  Think differently about work – focus more on ways of working, including communities of practice, improving work/non-work balance, flexibility of location, using digital tools to support us with efficient processes and continual improvements to how we do things