

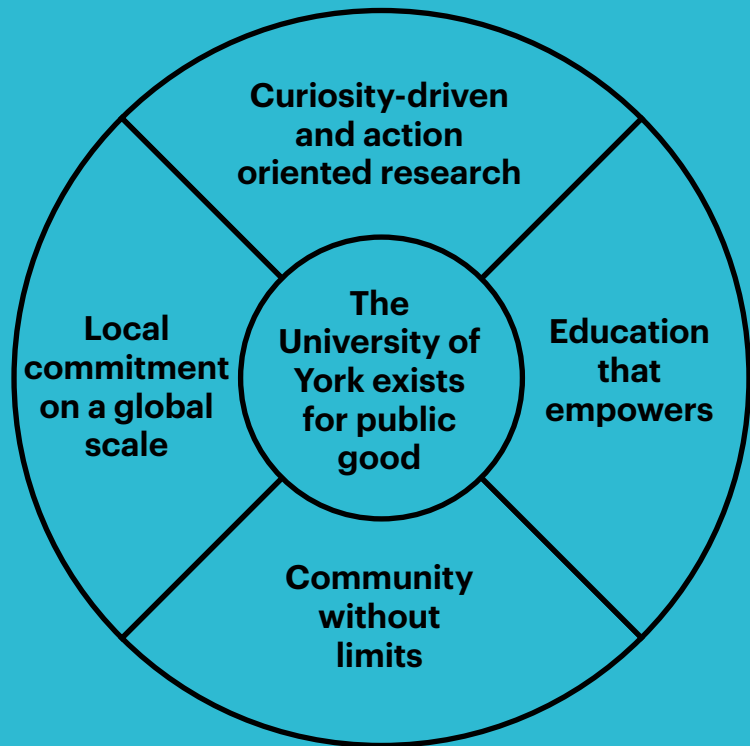
A UNIVERSITY FOR PUBLIC GOOD





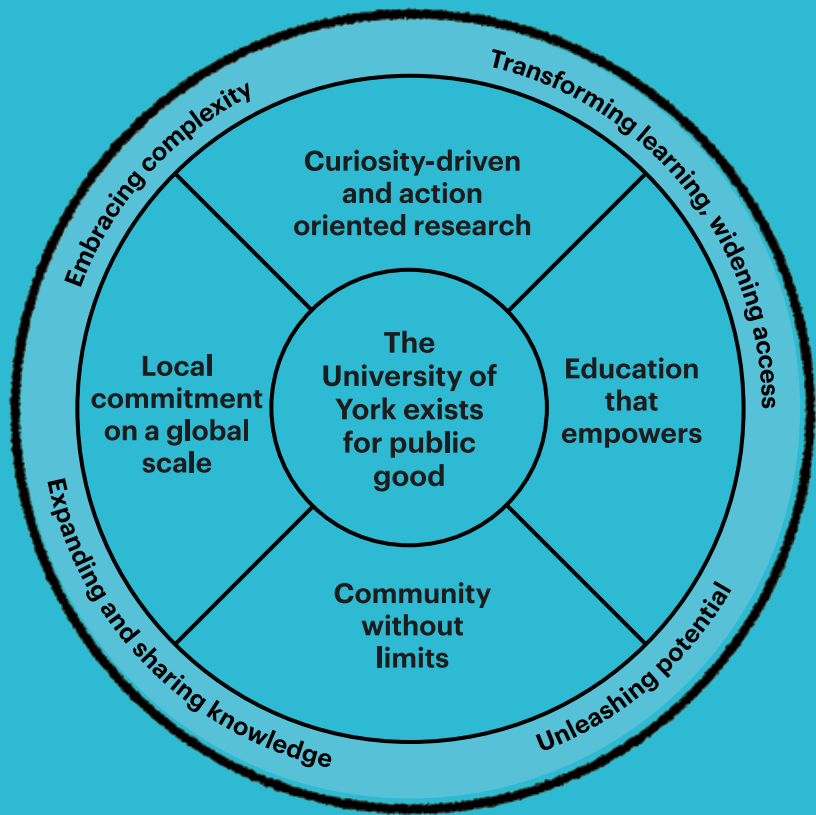
A Strategy for the University of York to 2030

Where do we want to be in 2030?

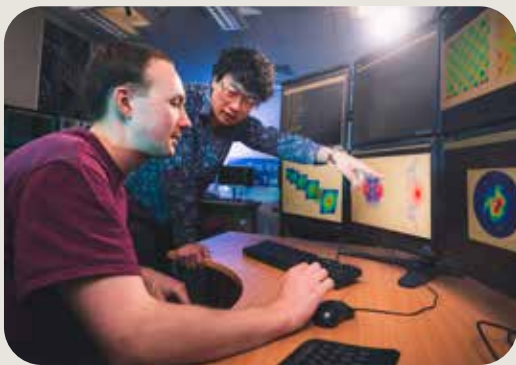


AIMS

OBJECTIVES



What do we want to get done?



Bold and creative thinking that changes lives for the better in an interconnected, rapidly changing world.



Revolutionising the learning experience to enable a lifelong journey of growth and development that is open to all.

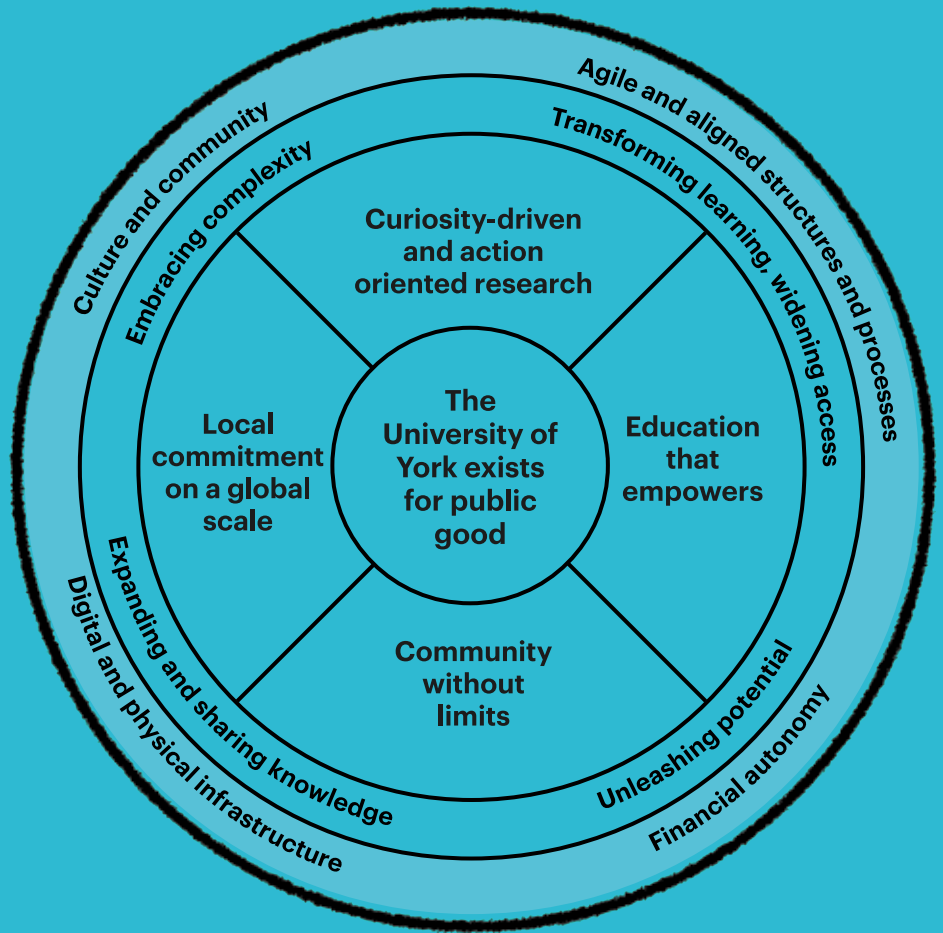


Building mutually beneficial partnerships that expand and share knowledge for local impact on a global scale.



Unleashing the power of a diverse community that reflects the world around us, and that fosters a sense of belonging.

ENABLERS



What are the practicalities that will underpin strategic change?



Culture that promotes ambition, collective purpose, courage and the continued improvement of all that we do.



Organisational design that ensures smooth and effective day-to-day operations and empowers us to meet the challenges that arise.

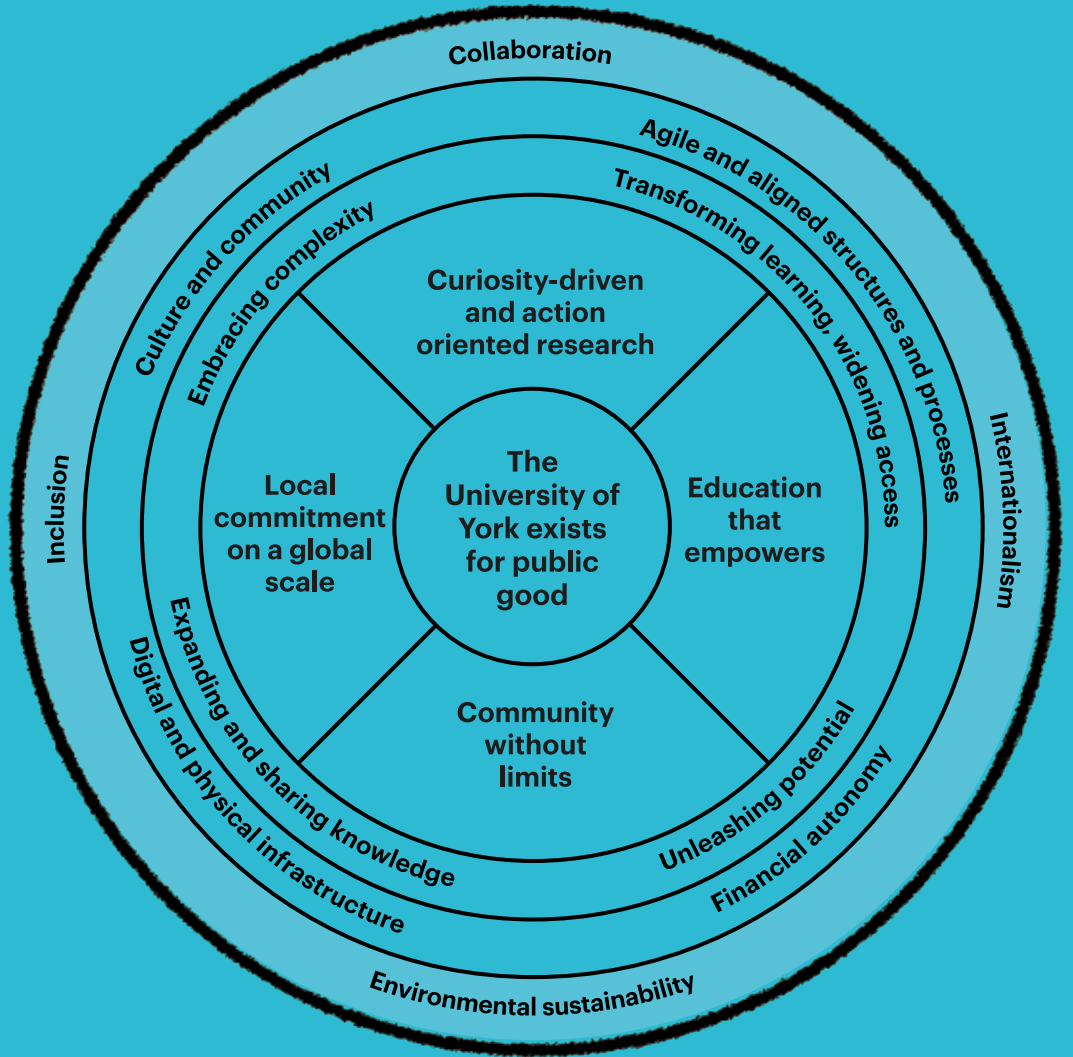


Innovative and welcoming environments and spaces complement each other to support and benefit our community both in person and online.



Diversified earnings, strong financial performance, and attention to the use of resources to ensure we meet our ambitions.

PRINCIPLES



These principles speak to the moral compass that guides our actions



Freedom of inquiry and expression are central to intellectual advancement and to social and economic development. Upholding them is tantamount to assuring that every single member of our communities – whatever their heritage, creed, or orientation – is treated with the respect we expect for ourselves, is afforded the same opportunities, and feels at ease with being in our midst.



Through the partnerships we create in research, education and engagement, we put to rest the assumption that competition lies at the heart of progress. Instead, it will be the collaboration across different disciplines, by people from different backgrounds and with different expertise and experiences, from York and around the world, that will ring in a new era of prosperity and health.

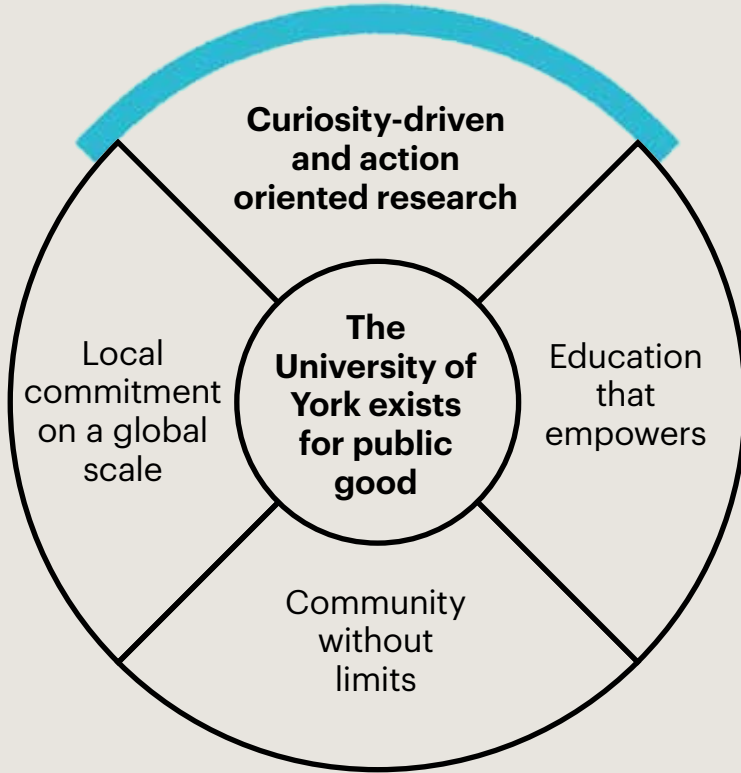


Improving environmental conditions is not only a prerequisite for societies and economies to flourish, and for people to live healthy and fulfilled lives. It is also a powerful driver for research, education and partnerships, because the complexity of the challenge requires distinctly new knowledge, fundamentally new ways of generating it, and radically new ways of acting on it.



We embrace global awareness and responsibility in all that we do. We seek partners with complementary skill sets, ambitions and networks, so that together we can address pressing and emerging environmental, social and economic challenges efficiently and effectively, wherever we are.

Curiosity-driven and action oriented research



Embracing complexity and uncertainty that arise in an increasingly interconnected, rapidly changing world

By investing in people and systems to advance curiosity-driven research and its action oriented applications we are at the forefront of providing the evidence base and practice that are required for communities – here at home and abroad – to flourish.



Empowerment

Our community boldly explores the frontiers of knowledge, is creative, takes risks, raises difficult ethical questions and helps shape the right responses to them.

Members of our research community build and nurture powerful and productive partnerships and networks that enrich the wider university and beyond.

Innovative research inspires our curriculum. Students are engaged with research from the start of their academic journeys, contributing to, and benefitting from, our research strengths and partnerships.



Structures and processes

We develop new models for incubating ideas and support researchers across all stages of their careers in building the practical experience and leadership skills they need for innovative thinking and practice.

We generate the resources and environments for research partnerships and networks to thrive, recognising the diverse benefits of long-term relationships – be it the generation of new research, employment opportunities for staff and students, or immediate public good.

We collaborate with businesses and other partners to identify opportunities for innovation, with a particular emphasis on addressing the pressing and emerging local and global challenges society faces. We develop and implement a Strategy for Sustainability Research, and a Code of Practice for Sustainable Research, that guide our use of resources and impact on the world around us.

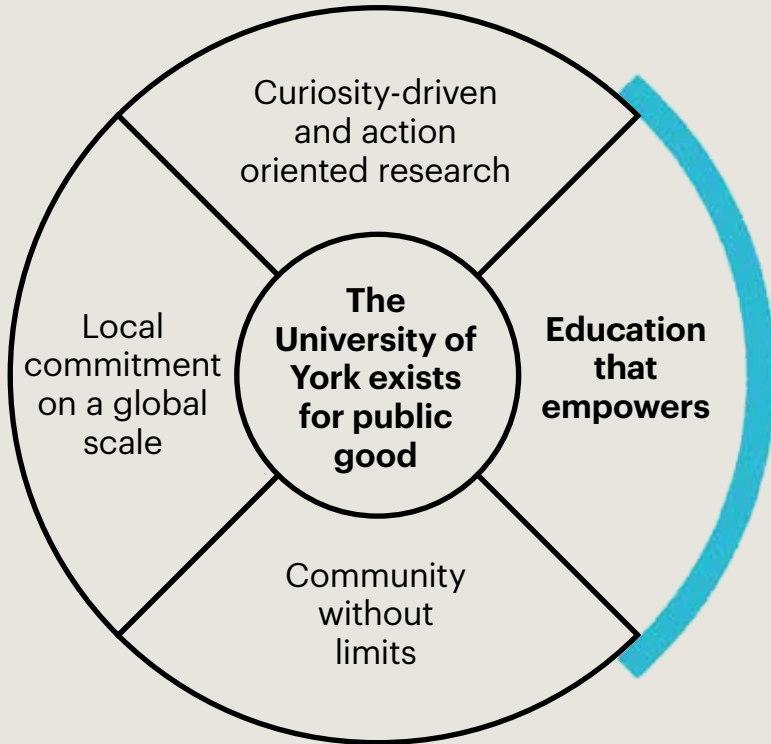


Lasting legacies

The work we do is of the highest academic and ethical standards. We advance curiosity-driven research that lays the foundation for education and partnerships, and addresses environmental, social and economic challenges – whether these already require urgent attention or are not yet known.

Through our research, and the ways we carry it out, we both provide the knowledge base and set an example for good stewardship of environmental, social and economic development.

Education that empowers



Transforming the whole student experience to create high quality, flexible, inclusive and accessible lifelong learning journeys

The University of York nurtures and fulfils ambitions, and prepares students for an ever-evolving world. We design innovative pedagogies and curricula, underpinned by technology, widen access locally and globally and eradicate achievement gaps.



Empowerment

We immerse our students in local, national and international issues to expand skills in problem solving, critical and systems thinking, creativity, negotiation, communication, collaboration, and entrepreneurship.

We learn from each others' diverse lived experiences to shape a curriculum that values different kinds of skills and knowledge. In collaboration with each other, we build the courage and tools needed for positive impact on the world, and to conduct ourselves with integrity and honesty.

Our objectives will determine the growth and composition of our student body.

We will not accept gaps in continuation, progression and award across the diversity of our student cohorts at any stage in the student lifecycle and will act to close such gaps where they appear.

We remove digital poverty as a barrier for access as well as for success.



Structures and processes

We lead on the design, co-creation and delivery of flexible, innovative and accessible degrees and learning credentials that open up access to all. We provide personal development opportunities that enable students to benefit from lifelong learning throughout their careers.

We use immersive technologies, learner analytics and AI to create the best personalised journey for all who study with us.

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.



Lasting legacies

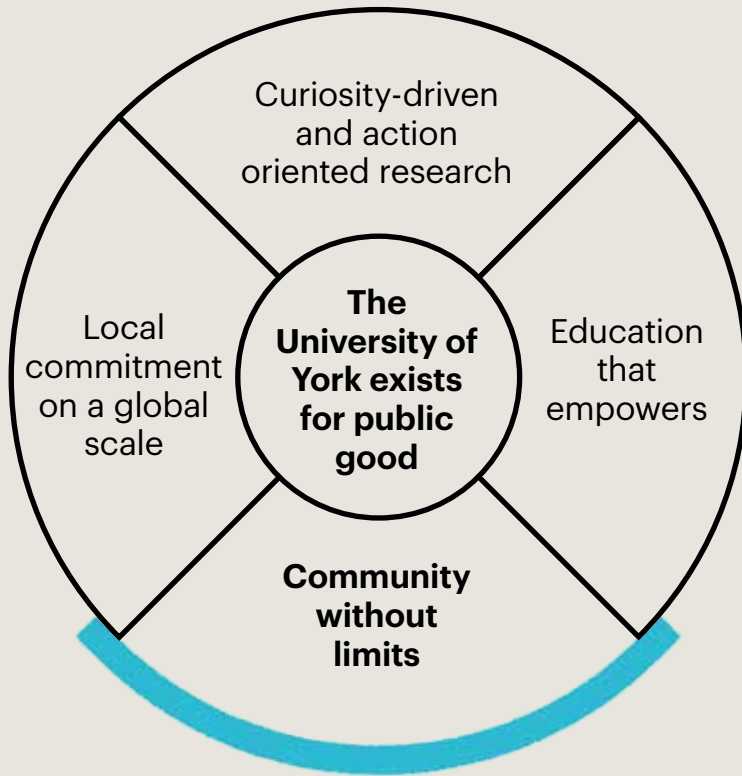
Our graduates are global citizens, contribute to the lived experiences of future cohorts, and inspire the next generation of inquisitive learners through their lifelong connection to the University, as part of "York for Life".

We will have as many students studying at a distance as we have on campus.

We unlock real-time data to shape and enhance the learning experience.

We graduate and maintain ties with a diverse student body who become leaders and champions of the principles of Inclusion, Collaboration, Internationalism and Sustainability that guide the University.

Community without limits



A diverse community that reflects both wider UK society and our principle of internationalism, fosters a sense of belonging, and operates at the highest academic and ethical standards

By establishing an inclusive environment, removing barriers to progression for our staff and students, and creating physical, virtual and cultural spaces that facilitate rich exchanges we transform perceptions and enable a culture of possibilities where new knowledge is generated and everyone can thrive.



Empowerment

We are an anti-racist, inclusive institution. We do not tolerate any form of discrimination and will work together as a community to enhance social justice.

We promote inquisitive, creative and critical thinking to advance everything we do.

Our academic and professional services staff mirror the diversity of the student body. We eliminate gender, disability and ethnicity pay gaps.

Our talent management programmes remove barriers to career progression so that our academic and professional support leadership teams are representative of the University's overall population, specifically in terms of gender, ethnicity, disability and socioeconomic background.

We foster the health and wellbeing of our students and staff through ambitious and targeted programs, a supportive work culture, and carefully calibrated work-life balance.



Structures and processes

We will learn together in the development of teaching and co-curricular activities that empower and enable our community to recognise and actively overcome bias, fight racism, promote inclusion and take an active role in environmental sustainability. Our staff and students work in partnership to build our community.

Our accessible campus estate supports the mental and physical health and wellbeing of our community through the built and natural environment.

Physical and virtual spaces are designed and resourced to develop a sense of community and foster the serendipitous encounters, conversations and relationships that nurture health, wellbeing, creativity and the creation and sharing of new knowledge.

Our environment and incentives engage, support and inspire our students, staff, alumni, their families and the wider community through inclusive and accessible sport, physical, cultural, faith-based and other wellbeing activities.



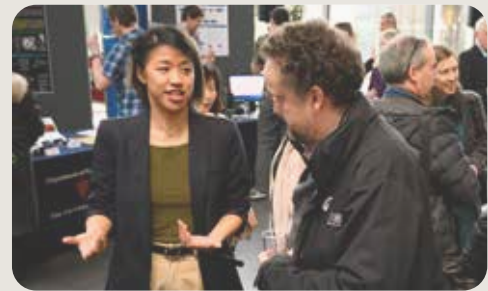
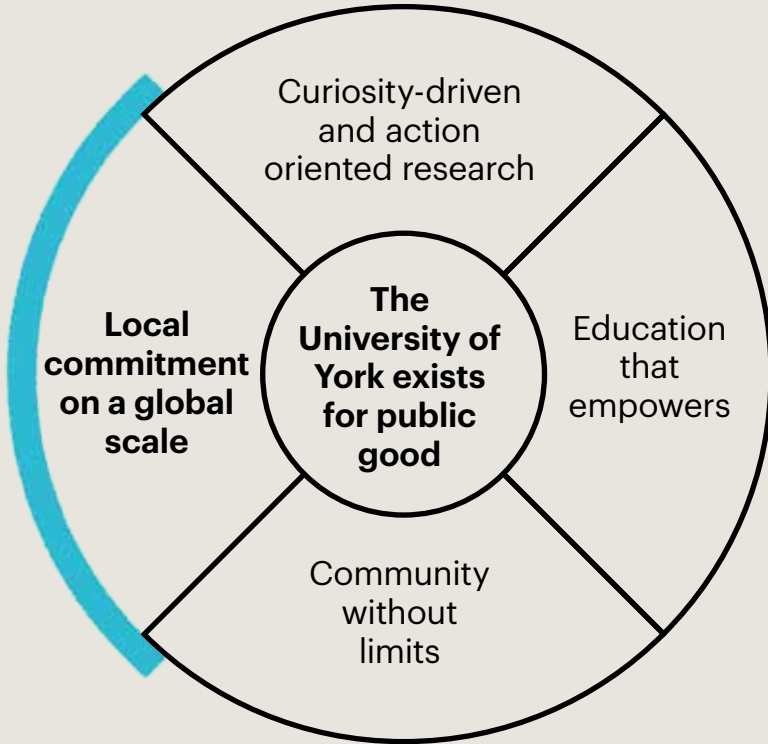
Lasting legacies

We highlight and celebrate success across the breadth of our community by embracing diversity and inclusivity in our research, teaching and partnerships.

We harness the powers of our diverse community for the generation of knowledge and betterment of human life and conditions.

We graduate a diverse student body who become leaders and champions of inclusion, and we maintain and strengthen our connections with them through York for Life.

Local commitment on a global scale



Building strong partnerships to expand and share knowledge for local impact on a global scale

By promoting collaboration beyond disciplinary boundaries, and with diverse people and entities from across society, we combine relevant expertise and experiences, generate synergies for lasting benefit, and expand the reach of our research and education.



Empowerment

We identify, empower and facilitate development of innovative, ambitious and sustainable solutions to civic-, business- and community-led challenges through knowledge exchange that cuts across disciplinary and institutional boundaries.

We live our values of inclusion, collaboration, internationalism and environmental sustainability through our engagement with partners. We foster evidence-based capacity building and trust as cornerstones of our relationships.

We identify and build on opportunities for mutually beneficial partnerships with universities and other organisations in regions of the world that historically have been overlooked by our peers.

We are instrumental in the development of structured collaboration and empower processes and alliances within our City and region to overcome inequalities and achieve climate neutrality.

We are promoters of excellence.



Structures and processes

We drive knowledge exchange for public good, based on outstanding research and characterised by action: the creative collision of different experiences, the transfer of ideas and skills, and the fusion of approaches that leads to innovative solutions to the societal and environmental challenges we face.

We attract commercial partners to York that bring new perspectives, enhance the local economy and provide opportunities for underrepresented groups.

We invest in new and scalable models of institutional partnership to deliver our academic mission and build local, national and global communities for public good.

We value the importance of partnerships that do not create immediate benefit to us, continue to nurture them, and as appropriate add new such partnerships to our mix.



Lasting legacies

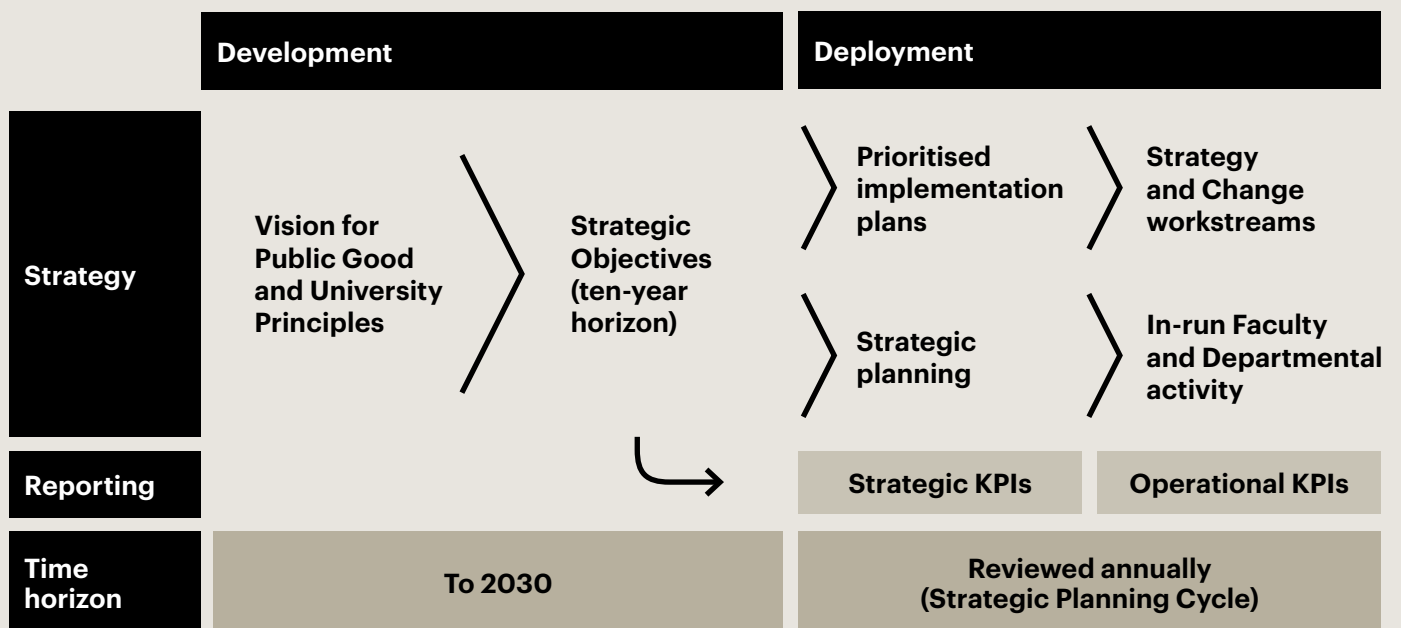
Our university is a resource that enriches the City, region and the wider world, seeking global impact through our creativity, innovation and influence, and our commitment to social purpose.

Our partnerships enable us to engage effectively with community members who bring different experiences and approaches to collaboration – people who can open the door to those communities, and who can teach us about new forms of leadership; in return they gain a unique and powerful connection to the best possible research of interest and relevance to them, and our wider networks.

Our relationships with the City of York, the business sector, civic organisations and international partners establish 'living classrooms' where real-world experiences mutually inform research and teaching.



How it all fits together



PUBLIC GOOD IS

**ANSWERING
HUMANITY'S MOST
URGENT QUESTIONS**

**EMPOWERING
PEOPLE FOR LIFE**

**COLLABORATING
UNCONVENTIONALLY**

**OPENING OUR
ARMS TO ALL**





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