

 UNIVERSITY OF **Hull**
strategic plan
2016-2020
Shaping the future

Foreword

On behalf of the University, it is our pleasure to introduce the new strategic plan for the University of Hull. Strategic Plan (2016-2020) affirms the University's mission and vision and sets out the priorities which will guide the institution over the period to 2020.

By advancing education, knowledge and understanding, the University has been shaping the future since its foundation in 1927. The new strategic plan keeps this vision at its heart, recognising that it is only through the pursuit of excellence that the University can empower its students and staff to shape their own future, shape the future of the University and shape the future of society. Through its ambitious, investment-driven plan, the University aims to ensure continued growth in its stature, reputation and influence, achieve a step change in its performance and safeguard its academic, financial and environmental sustainability.

The plan is the result of comprehensive consultation and has been warmly endorsed by the Senate and Council. We extend our grateful thanks to all who contributed to the development, drafting and refinement of the new strategic plan.

University planning is a continual process and must be able to respond and adapt to the constantly evolving landscape of the higher education sector and the changing needs of the wider world. We are confident that this new strategic plan provides an aspirational and robust framework within which the University can develop its plans on an annual basis and continue to thrive in the uncertain but exciting period that lies ahead.

Implementation of the strategic plan is the responsibility of everyone in the University. We look forward to working with all colleagues to achieve the plan's objectives and ensure the sustained success of our University.



Barry Dodd, CBE
Chair of Council



Professor Calie Pistorius
Vice-Chancellor

‘Steering the University through a rapidly evolving and increasingly competitive higher education environment’



1. Introduction

Strategic Plan (2016-2020) will steer the University of Hull through a period that will be characterised by a rapidly evolving and increasingly competitive higher education environment, high expectations from students and significant financial pressures.

The higher education landscape will continue to see changes in national policy, including reforms of the regulatory environment, the introduction of a Teaching Excellence Framework (TEF), increasing emphasis on social mobility and widening participation, transparency and value for money, the encouragement of new entrants to the sector and ever more varied forms of competition¹. Sector changes will be set against a backdrop of austerity, devolution in England, decisions about the nature of our continued involvement in the European Union and ongoing debates regarding immigration. At the same time, a number of exciting opportunities are emerging, including Hull's year as UK City of Culture in 2017 and the significant investment in renewable energy in the Humber region.

¹The Government Green Paper 'Fulfilling our Potential: Teaching Excellence, Social Mobility and Student Choice' was published on 6 November 2015



Maintaining strategic momentum

The implementation of our strategy is a journey and builds on the momentum and achievements of our previous strategic initiatives, specifically Strategic Plan (2011-2015). The previous planning period was characterised by a number of significant changes in the higher education landscape, including the introduction of a £9,000 fees regime, the lifting of the cap on student numbers and increasing research concentration.

Strategic Plan (2011-2015)² articulated a clear vision for our University. It emphasised excellence in learning, teaching, research and enterprise and highlighted the value of interdisciplinary activities, leading to the establishment of cross-cutting University institutes. We improved our performance in the 2014 Research Excellence Framework (REF), with areas such as geography and computer science achieving a top five position nationally for research impact.

A number of new academic programmes were introduced, including chemical engineering and mathematics, and a high premium was placed on the quality of the student experience. The period saw Hull University Union crowned as the best students' union in the country, the development of employability awards and the strengthening of our careers service.

Strategic Plan (2011-2015) recognised the need for step change and it was during this period that the University developed an assertive investment-driven approach, leading to the largest and most comprehensive investment programme in our history. The period saw the development of a modern IT infrastructure, the refurbishment of the Brynmor Jones Library and construction of the Allam Building, as well as the initiation of several further capital projects which will be taken forward in this plan. A number of major change programmes were launched, including Curriculum 2016+ to refresh our taught curricula, the Student Experience Programme to ensure that our students enjoy a personalised experience in a supportive and creative environment, the Academic Investment Initiative to develop our academic staffing profile, and the IT Transformation Journey to enhance our technological infrastructure.

During the period the University pioneered the term and established itself as an 'anchor institution' for its surrounding regions, evidenced by our significant economic impact, joint ventures such as the Hull History Centre and our role in Hull's UK City of Culture 2017 bid, our contributions to the local and regional skills agendas and to relevant research solutions, and our participation in bodies such as the Local Enterprise Partnership. We also strengthened our global outlook and established new international strategic partnerships.

The achievements of Strategic Plan (2011-2015) provide the foundations on which we will build the next phase of our strategy.

Our strategy for 2016-2020 builds on work already underway and launches a number of new initiatives. The plan has been designed to take advantage of our distinctive features, including our heritage, our refreshed academic portfolio, research strengths and the manifestation of interdisciplinary themes in University institutes, our attractive and friendly campus and our highly rated student experience, and our geographical location as a coastal university on England's eastern seaboard, positioned as an internationally engaged anchor institution with a global perspective.

Strategic Plan (2016-2020) is an investment-driven change plan which articulates the University of Hull's **strategic intent** for the planning period:

- ▶ **Enhancing our stature, reputation and influence - being a university of preference for a wider range of students, staff and partners.**
- ▶ **Achieving growth and a step change in our performance.**
- ▶ **Pursuing an excellence agenda.**

To achieve our institutional objectives we will pursue four **strategic priorities**.

▶ **Empowering our people:**

- **Placing students at the heart of what we do**, focusing on creating a transformative student experience and attracting and retaining students.
- **Empowering our staff** - the people plan, focusing on attracting and investing in talent, engaging and learning, enabling change and innovation, as well as leadership, performance and transformation.

▶ **Investing in our academic portfolio**, focusing on excellent learning, teaching, research and enterprise, and progressing our interdisciplinary themes through cross-cutting University institutes.

▶ **Being an internationally engaged university**, focusing on our anchor institution role and our participation in Hull's UK City of Culture 2017, international engagement, building winning partnerships and enhancing our marketing and communications.

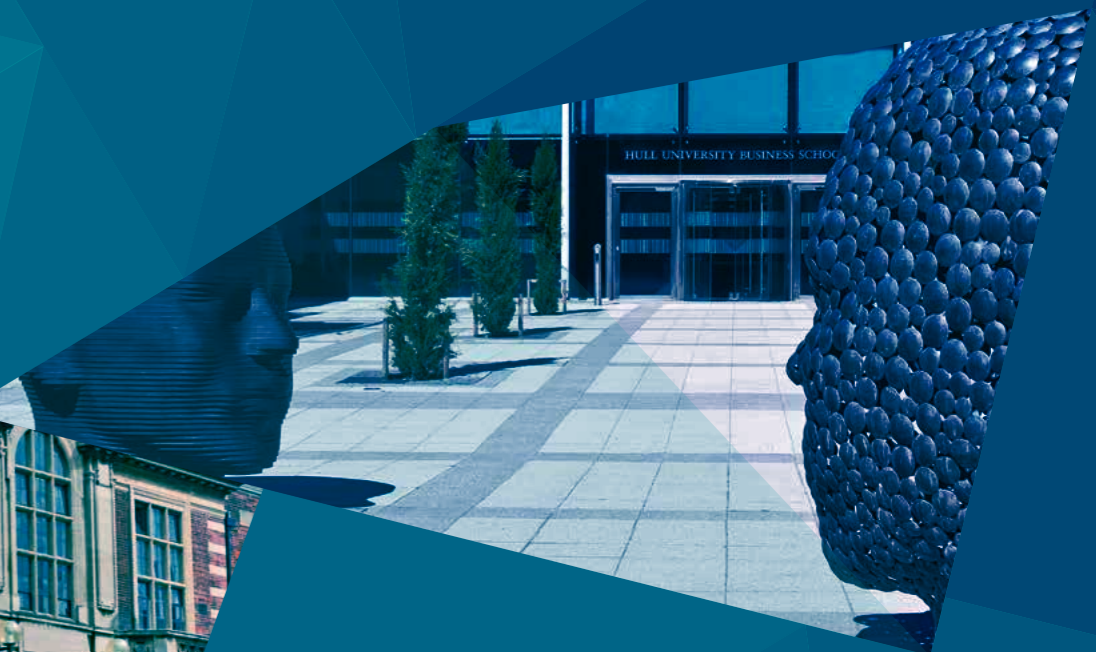
▶ **Ensuring a sustainable future**, focusing on academic sustainability, professional services, operational and financial sustainability, sustainability in our physical and ICT environment as well as promoting a sustainable natural environment.

Excellence, empowerment and sustainability are the common threads which unite our vision, mission, strategic intent and priorities.

Strategic Plan (2016-2020) sets out the long-term direction for our University and will form the basis for our plans, priorities, actions and investments over the next five years. Detailed implementation plans will set annual agendas, and key performance indicators and other measures will be used to track our progress and monitor our performance on a continuous basis, benchmarking externally against peers and sector norms, as well as by internal metrics.

Our aspirations are high, and we have set ourselves demanding performance targets. We shall build upon our areas of strength and be confident to make the bold changes that will enhance our reputation and performance. We can only achieve our goals by striving for excellence in all our endeavours, seeking every opportunity to increase quality through innovation.

‘A proud heritage of academic excellence and a history of creating and inspiring transformative impact’



2. Mission, vision and values

The University of Hull was established in 1927 and granted a Royal Charter in 1954, making it England's fourteenth-oldest university. Rich in tradition, our University has a proud heritage of academic excellence and a history of creating and inspiring transformative impact. We will celebrate our 90th anniversary during the planning period, coinciding with Hull's year as UK City of Culture in 2017.

Central to our mission are the principles that have informed our University since its founding: a conviction that stature and reputation can only be built on academic excellence, a belief in the power of our University to help build a better world, a commitment to our local communities, and a recognition of our responsibility to inspire the next generation of students. Our vision articulates the University's commitment to shaping a better future - 'inspired in Hull to go beyond'.

Mission

The University of Hull's Royal Charter describes its purpose and mission to

“...advance education, scholarship, knowledge and understanding by teaching and research, for the benefit of individuals and society at large”

Vision

The University of Hull will be recognised for academic excellence that empowers people to shape the future

The University of Hull's motto - *Lampada Ferens*, 'Carrying the light of learning' - links our mission and vision



Mission

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“...advance education, scholarship, knowledge and understanding by teaching and research, for the benefit of individuals and society at large”

We interpret our mission in a modern context with a renewed focus on excellence in learning, teaching, research and enterprise, a transformative student experience and being an internationally engaged anchor institution for our surrounding regions.

Faithful to our founding principles, we remain committed to raising educational aspirations, especially in the communities that we most directly serve. We will ensure that we remain accessible to all students with the potential to succeed, regardless of their financial circumstances.

Vision

The University of Hull will be recognised for academic excellence that empowers people to shape the future

Shaping the future, going beyond

Our ambitions are bold and challenging. We will pursue our vision with a determination to exceed expectations, to contribute ever greater outcomes towards shaping a better world, and to encourage our students to strive for excellence. The notion of 'going beyond' is embedded in our excellence agenda and expresses our ambition to do more, achieve more, go the extra mile and create new horizons. As trustees of the future, universities must proactively contribute to creating a better future, not passively react to a world that others have shaped.

Our success in creating a better future will be gauged by the extent to which the University, its staff, students and alumni make a difference, add value and achieve a positive impact. The emphasis is on influencing broader outcomes, not just on attaining outputs which, important as they may be, are often interim and shorter-term milestones.

The University of Hull embraces the advancement of education, the quest for knowledge and scholarship, and empowering people as the means of

shaping that future. In pursuing these goals, we shall exhibit the spirit of going beyond. We can only do this by seeking actively to engage with the world and inviting the world to engage with us - promoting the notion of engagement in all our endeavours. Education, knowledge and scholarship know no boundaries, and their pursuit is a global endeavour. We will strengthen our international reach, going beyond to engage with scholars, students and partners worldwide and benchmarking our activities globally.

Our transformative student experience integrates academic excellence with the development of rounded individuals. Moreover, it goes beyond to encompass our engagement with prospective students and raising aspirations, and the seamless progression for our students after graduation, when our alumni continue to reap the benefits of a lifetime's engagement with their alma mater.

The quality and impact of teaching are advanced by taking our academic offer online and beyond our own shores, and by going beyond formal instruction towards creating an environment and a learning culture where our students not only engage with established knowledge but also participate, through critical questioning and thinking, in the discovery and development of new knowledge.

Ensuring the delivery of impact through effective translation of academic excellence is central to our mission. The discovery and creation of knowledge should lead to the application and transmission of knowledge and to translational research. In the spirit of going beyond, enterprise becomes a natural extension of our learning, teaching and research, as part of a broader engagement agenda. We consider research and enterprise to be a continuum, and we will align our organisational structures and processes to support this approach. Our interdisciplinary themes are embodied in the cross-faculty University institutes, augmenting our academic disciplines, and provide the opportunity to advance the quest for knowledge.

A value-driven organisational culture - empowering the institution

Our strategy continues to recognise the importance of a value-driven organisational culture to empower our institution and our people to successfully achieve our goals. Our values of being **connected, excellent and open** were highlighted in Strategic Plan (2011-2015). Strategies can only succeed when they are underpinned by a strong and appropriate organisational culture, and bringing about culture change remains an integral part of our institutional strategy.

Connected - Excellent - Open

We will continue the development of our organisational culture to develop both individuals and the University itself as Strategic Plan (2016-2020) unfolds. The development of an organisational culture is a continuous process and will adapt to meet the needs of the future. The current model promoting the need to support knowledge, impact and reputation through being connected, excellent and open will evolve to meet the new demands of Strategic Plan (2016-2020).

Building on the last strategic plan, the principal tenets of this strategic plan are achieving excellence, empowering our people and ensuring a sustainable future. These goals need to be brought to life so that they are tangible for everyone in the organisation, in a manner in which everyone engages. In the delivery of the plan, we must engage with the declared organisational values to test for alignment with our new aspirations. We will need to reinforce those values that stand the test of time and progressively introduce new ways of doing the things that we do. As we learn more about the key aspects of our future culture, we will further embed the values in all that we do, nurture their development and celebrate our progress.

‘Each innovative improvement contributes to our excellence agenda and our opportunity to become a better university’



3. Our strategic intent

Strategic Plan (2016-2020) is an investment-driven change plan, and is underpinned by a **strategic intent** with three main elements:

- ▶ **Enhancing our stature, reputation and influence - being a university of preference for a wider range of students, staff and partners.**
- ▶ **Achieving growth and a step change in our performance.**
- ▶ **Pursuing an excellence agenda.**

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Each element of our strategic intent is described in more detail opposite. The four strategic priorities we will pursue to achieve our institutional objectives are discussed in Chapter 4.

3.1 Enhancing our stature, reputation and influence – being a university of preference for a wider range of students, staff and partners

The stature, reputation and influence of a university are developed over the longer term and are ultimately assessed in global and national contexts. Stature and reputation are derived from the quality of all aspects of a university's endeavours, including its research and enterprise, its learning and teaching, the experience it provides for its students and its economic, social and cultural impact. The academic quality of our staff and students, the achievements of our alumni and the partnerships we form all contribute to our stature and reputation.

▶ We will:

- Enhance our stature, reputation and ability to influence by pursuing excellence in the core aspects of our mission.
- Be a university of preference – a 'talent magnet' – whereby a wider range of students, staff and partners think of us first.
- Promote the distinctive character and qualities of our University and celebrate our achievements.
- Focus on building winning partnerships which support our aims, and seek opportunities to cooperate and collaborate with other institutions, organisations and individuals.
- Enhance our competitiveness and fulfil our role as an internationally engaged anchor institution for our regions.

3.2 Achieving growth and a step change in our performance

3.2.1 Achieving growth

Our growth will follow a clearly defined path and will support our desire for a step change in the University's performance, underpinned by the excellence and sustainability agendas.

▶ We will:

- Grow in reputation and influence nationally and internationally, through increased impact and achievement.
- Grow our student cohort and attract students from a diversity of backgrounds who will contribute to our excellence and internationalisation agendas.
- Increase the quality, scale and scope of our research and enterprise activities.

An investment-driven plan

Sustained growth in stature, reputation and influence requires simultaneous growth in our financial resources and revenue. It is only by making substantial strategic investments that we will be able to successfully achieve the sustainable step change in performance we desire. Our investment strategy is bold yet demanding with regard to the academic, performance and financial returns we will expect from our investments.

▶ We will:

- Invest in our people, our academic endeavours, our student experience, our organisational, physical and technology infrastructure as well as our capacity to grow.
- Prioritise those activities, academic disciplines and areas in which we want to be active and excel. We will not aim to be everything to everybody, but will pursue and invest in activities that are consistent with our vision and mandated by our commitment to excellence and sustainability.
- Consider which new activities to undertake, which current activities to continue and how they can be improved, and which activities will be phased out.

3.2.2 Achieving a step change in our performance

The rapidly changing environment in which we operate means that all universities must continually adapt and improve in order to compete within the global arena. In an increasingly competitive sector where institutions are aspiring to improve at an ever faster rate, our aim must be not only to keep up but to leap ahead. It is evident that we must bring about a sustainable step change in performance to achieve this.

While incremental improvements – incrementally doing things a little bit better, faster and more efficiently – are important and essential, they will not be enough to achieve the step change in performance that we desire. The notion of 'continuous improvement' must be embedded in our organisational culture, and will encompass step change as well as incremental improvements.

Each innovative improvement contributes to our excellence agenda, and we must never cease in our efforts to seize every opportunity to become a better university. 'Do nothing' and complacency are not options when the opportunity for improvement exists. Innovation – specifically step change and radical innovation – is not risk free, but we must manage such risks and ensure that risk aversion does not hinder our progress.

A step change in performance requires a step change in the way we approach things. It is a transformative and disruptive activity requiring one to leave the safe confines of old comfort zones. It requires a new mindset and a new way of getting things done. Step change is a venture into new territories where new solutions need to be developed, not merely attempting to improve existing practices in an incremental way. It is exciting and transformative but requires boldness, leadership, confidence, determination and persistence to contemplate, embark upon and succeed.

▶ We will:

- Benchmark our performance against other higher education institutions, noting that they are also striving to improve their performance at the same time. The performance gap will not be closed just by improving our own performance year on year, and we need to pursue sustainable performance improvement at a higher rate than our aspirational peers on the institutional and subject level.
- Build on the momentum and achievements of the major change programmes already underway, emphasising innovation and an integrated approach towards change leadership and management.
- Ensure that step change is achieved with care, consideration and respect for those it affects, by ensuring that everyone understands how change will affect them and how they can contribute towards our success. We will listen carefully to the views and concerns of all staff and ensure that they have the support they need, emphasising openness and communication.

3.3 Pursuing an excellence agenda

Our strategic intent is to compete on quality. Quality and excellence are inextricably linked, and our excellence agenda will seek to ensure that quality and excellence are characteristic hallmarks of the University of Hull. We cannot waver in striving towards excellence and there can be no excuse for not being excellent in what we ourselves choose to do and be.

Our **excellence agenda** means that we will prioritise our support and investment in those activities we consider to be, or which demonstrate the potential to be, excellent. Quality and the pursuit of excellence are characteristics of a high-performing organisational culture and will be embedded in our values as a manifestation of going beyond. We will pursue, benchmark and celebrate excellence in:

- our learning and teaching
- our research and enterprise
- our student experience
- the service we deliver
- our partnerships
- the environment we create
- our leadership, management and governance





‘Empowering the discovery and development of talent, the unlocking of potential and the recognition of ambitions’



4. Our strategic priorities

In order to achieve our strategic intent, we will pursue four **strategic priorities**:

- ▶ **Empowering our people:**
 - **Placing students at the heart of what we do** – creating a transformative student experience.
 - **Empowering our staff** – the people plan.
- ▶ **Investing in our academic portfolio.**
- ▶ **Being an internationally engaged university.**
- ▶ **Ensuring a sustainable future.**

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4.1 Empowering our people

Our University is a people-oriented institution, and it is only by empowering staff and students – our people – that we can achieve our strategic aims.

Empowerment encompasses the discovery and development of talent, the unlocking of potential and the recognition of ambitions. It means creating an enabling, inspiring and stimulating, supportive, healthy and safe environment where diversity and equality of opportunity are celebrated, innovation is encouraged and in which all our people can grow, develop, thrive and excel. Empowerment requires investment in people. An empowering organisation is characterised by trust, transparency, collaboration, engagement with information and excellent communication. We will provide the support, encouragement, education and training as well as the intellectual, physical and social space that will enable our people to work and learn effectively. It is only when people feel valued, are listened to and where their individual and team contributions are recognised that they will make a committed and dedicated contribution.

4.1.1 Placing students at the heart of what we do – creating a transformative student experience

Students are the lifeblood of our University. The student experience encompasses a lifelong engagement with our University and is a vital part of empowering our people. We will provide a transformative student experience, prioritising the continual improvement of all measures of student satisfaction, at all levels of study and in all parts of our institution, and ensuring that our students obtain value for money.

We will continue to build on our strong partnership with our award-winning Hull University Union (HUU) so that together we create an ever better student experience.

Enhancing the integrated student experience

In a diverse student population there can be no single student experience. It means different things to different people at different stages in their lives and at different levels of study, as they progress through their student journey from prospective students to students enrolled in our institution, whether at undergraduate or postgraduate level, to alumni.

► **We will:**

- Equip our students with the knowledge and skills to serve them for a lifetime and ensure that their student experience is an integral part of their learning experience. We will empower each of our students to discover and develop their talent, focusing not only on releasing their latent potential but also on growing that potential and enabling them to apply it.
- Ensure that our students are able to participate fully in an academic community that is diverse, inspiring and culturally vibrant, stimulating, healthy, safe and supportive. We will continue our investment in the intellectual, social and physical environment, providing a friendly and welcoming campus, outstanding facilities and ICT provision, including new residences and sports facilities.

- Shape an experience that is deep, distinctive and personal, and create an environment where our students are empowered to grow and develop as rounded individuals with a sense of responsible citizenship. We will ensure that our graduates:

Are prepared and ready for the world of work

Employability of our students is a high priority. We will:

- Ensure that our programmes enhance students' employment prospects, provide career development support to students and alumni, and aid their transition to graduate employment.
- Ensure that our students can develop the distinctive high-level skills and values that will make them ready to enter the workforce and compete in the global graduate jobs market, make a difference in the world and develop as rounded people. We want the 'University of Hull Graduate' to be a distinctive hallmark.
- Offer employability awards that recognise the skills, competencies and attributes that are characteristic of the University of Hull Graduate.
- Broaden our internship programmes to reach as many students as possible.
- Engage actively with higher and degree apprenticeships and other national and regional skills strategies, maintaining key relationships with employers and relevant organisations.
- Empower our students to shape the future through entrepreneurship and enterprise, emphasising creativity and innovation.

Develop as rounded individuals

Personal development and growth are important aspects of the integrated student experience, and our students will benefit from their extracurricular activities and social experience.

These include opportunities for leadership development, sport and recreation, societies, volunteering, part-time work opportunities, social activities and international experience. Hull's UK City of Culture 2017 programme will provide a unique opportunity of engagement for our students and alumni.

Develop responsible citizenship

Our students will study in a value-driven environment where a high premium is placed on responsible citizenship, emphasising values, community and social responsibility. We will raise the global and cultural awareness of all our students and foster mutual respect and understanding across cultures and peoples.

- Take a proactive, inclusive approach to supporting all students throughout their learning journey, and provide exemplary professional support for students with disabilities, specific learning differences, mental and emotional health issues and financial hardship.
- Ensure that our support and pastoral care are sensitive to the diversity of cultures and beliefs within the University community.
- Ensure that the specific needs of our international students are served, including visa and related support and integration into the campus and city communities. The cultural heritage of our international students brings a richness to the diversity of our campus, which benefits all of our students.
- Continue to provide the best possible student experience to our students on the Scarborough Campus until we cease to deliver programmes there.

- Ensure that our graduates continue to benefit from a well-connected and international University of Hull community, and have opportunities to belong to and give back to their University. We will maintain lifelong relationships with alumni, friends and supporters of our University through an integrated, active alumni relations programme and through partnerships with alumni groupings and networks, including the Hull Alumni Association (HAA).

Profile of the University of Hull Graduate

Our graduates will have acquired expert knowledge and skills in their chosen academic fields, enriched by a wide array of professional and employability skills, including digital literacy and knowledge management skills, skills in critical thinking, communication and presentation skills, and the ability to work in groups and to take responsibility for themselves. As citizens of our diverse University community, our graduates will have developed the interpersonal and life skills to function effectively in a world tolerant of diverse views and committed to resolving disagreements by reasoned argument.

The University of Hull Graduate will have benefitted from leadership development and the fostering of a creative and entrepreneurial spirit capable of generating impact, wealth and value through innovation. Committed to the value of 'going beyond', our graduates will all have had opportunities to deepen their understanding of the world and to acquire an understanding of other languages and cultures.

The University of Hull Graduate will be confident and independent, a perpetual learner with a global outlook, and will have an appreciation for interdisciplinary approaches to understanding the challenges and issues of the 21st century. Our graduates will be well prepared to compete in the global arena. They will carry into the world the benefits that follow from having studied within a value-driven organisational culture where civic and social responsibility are emphasised.

4.1.1 Placing students at the heart of what we do – creating a transformative student experience, continued

Academic student experience

► We will:

- Ensure that all our student cohorts receive an outstanding higher education.
- Focus on the quality of provision through programmes which are designed to ensure their relevance, with employability skills embedded in the curriculum.
- Prioritise retention, and empower our students by engaging them as full partners in the development and creation of their learning and learning environments.
- Provide enhanced and accessible academic and skills development support services which empower students to unlock, grow and fulfil their potential in a way that is tailored to their needs and their learning profile.
- Provide personalised information which will enable students to monitor their engagement with their studies and their learning development relative to their cohort. We will help them to understand their own progress and pace relative to their peers, and to identify ways to enhance their own performance to ensure that their attainment is properly reflected in their graduate outcomes.
- Prioritise closer integration of feedback to and from students, and provide assessment and feedback that is constructive, timely and supports further learning.
- Respond to student feedback and all survey measures of student satisfaction (such as the National Student Survey (NSS) and postgraduate experience surveys), at institutional and subject level.

- Recognise and record student achievement in a broader way, and ensure that the standard and value of our awards are maintained over time.
- Be a 'postgraduate-friendly' university, ensuring that postgraduate students benefit from an integrated student experience that supports their personal, professional and career development. In particular, we will:
 - Enhance our postgraduate students' study environment, and ensure that their need for social spaces is met.
 - Ensure closer integration between postgraduate students and their respective faculties, with enhanced academic support and supervisor engagement.
 - Provide excellent academic supervision and researcher development training to equip our postgraduate research students with the knowledge, skills and attributes to succeed in their studies and future career.
 - Prioritise the progression and completion of our postgraduate research students.
 - Refresh and ensure the relevance of our postgraduate taught curriculum, which will include programmes mapped to our interdisciplinary themes.
- Ensure that our students who are taught in other countries via distance mechanisms, in many cases in collaboration with partners, have an outstanding student experience there.

Many students benefit from higher education provided by other institutions with degrees and other qualifications accredited by the University of Hull through collaborative partnerships.

- We will strengthen our collaboration with our further education college partners.

- We will expand our academic reach by developing new innovative partnerships and educational models to deliver our academic offer. These will include partnerships to enable more international students to benefit from a Hull education and a model to develop and deliver a comprehensive suite of continuing professional education provision.

Attracting and retaining students

The University of Hull recruits students from all across the world and our alumni are to be found in all corners of the globe. Attracting an increasing and diverse cohort of students who strengthen our excellence agenda and retaining students that enrol with us through to successful completion will be high priorities. We remain committed to our goals of widening participation, promoting social mobility, equity and fair access and will continue in our efforts to make the University of Hull attractive and accessible.

► We will:

- Ensure that our academic offer and transformative integrated student experience appeal to prospective applicants.
- Enhance our marketing, recruitment, application and admissions processes and structures.
- Provide prospective applicants with the information they need to make an informed choice about their studies.
- Engage our alumni across the world in recruiting, mentoring and giving career advice to current students.

4.1.2 Empowering our staff – the people plan

The unique contribution of every individual staff member of our University is important and valued. We all have a critical part to play in delivering the investment-driven change plan and we recognise the commitment and determination required to achieve it. We have high expectations for ourselves and one another, and our aim is to provide the environment, motivation, support and opportunity for our people to work together to exceed their own expectations. Our people strategy must ensure that we have an empowered workforce that is capable and inspired to deliver our ambitious institutional strategy with commitment and confidence.

► We will:

- Draw our staff together with a common purpose and shared commitment to our vision and mission, and ensure that our staff and their individual contributions to our University are valued highly.
- Be an employer of preference, providing a workplace where all our staff enjoy professional satisfaction, rewarding careers and the opportunity to advance and grow in a stimulating, safe, welcoming and collegial environment.
- Empower our staff through:
 - the acknowledgement of individual ambitions and talents;
 - effective communication, transparency of decisions and clear delegations;

- recognition of mutual expectations;
- and the authority to act, with corresponding responsibilities and clear allocation of accountability.
- Empower our staff to be successful as individuals and as members of high-performing teams, for that is the only way in which our University can ensure its own success. Every staff member must understand her or his unique role in contributing to our common strategic goals. The strategic plan provides a framework for every individual staff member's personal plan and objectives.

Attracting and investing in talent

Our University's success – achievement of our mission, vision and strategic objectives and particularly the delivery of an outstanding student experience – depends on the attraction and retention of motivated, inspired and empowered staff who are committed to and will deliver our excellence agenda in a sustainable manner.

► We will:

- Focus on investment in talent, building capacity for excellence, increasing workforce flexibility, supporting career pathways, and recognising and rewarding contribution and impact.

- Ensure that all our staff have the opportunity of a career which they find personally rewarding, that individuals are empowered and inspired to develop with the University, and that successes are shared and celebrated.

We believe in the great benefits that derive from utilising the talents of all staff within a diverse workforce. We therefore value an inclusive environment where diversity and equality of opportunity are central to the life and work of our institution.

► We will:

- Continue to celebrate diversity and promote equality of opportunity, removing barriers and challenging assumptions which limit the aspirations, potential and achievements of our staff.
- Ensure that, through our policies, training and management decisions, we continually seek to improve our support and investment in diversity and inclusion.
- Promote best practice through focused initiatives such as Athena SWAN.



4.1.2 Empowering our staff - the people plan, continued

Engaging and learning

Equality, diversity and inclusion, health, wellbeing and work-life balance are important parts of fulfilling potential. Our vision is that of an engaged workforce committed to our University's success and excellence agenda, sharing our vision and values, and supported and inspired to maximise collective potential.

We value our relations with campus trade unions and recognise the important contribution they make to supporting our staff as well as to the achievement of our strategic goals, and we remain committed to working with them.

We also recognise that many members of staff do not belong to one of the campus trade unions and will seek to ensure that communication and consultation networks are such that non-union employees are also appropriately engaged and informed.

► We will:

- Invest in the development of our formal employee relations and focus on enhancing organisational communications, creating the opportunity for staff to better understand and actively engage in issues which are important to them.
- Develop a culture in which staff are comfortable to give and receive constructive feedback, are empowered to generate innovative ideas, and where individual and team efforts are clearly seen to contribute to our University's goals.

- Be creative in our approach to continuous learning, and share knowledge, encourage ownership and create opportunity for excellence and innovation.
- Ensure that staff are treated fairly, while recognising individual needs.
- Support and empower staff as part of wider teams to maximise their personal contribution.

Enabling change and innovation

We aim to be a resilient and agile university that is well organised and well informed, and in which our staff are insightful, responsive and encouraged to innovate.

► We will:

- Create capacity for change leadership and management, supporting effective organisational design, enabling the workforce to engage with change and delivering successful change which contributes to our sustained success.
- Establish sustainable yet adaptable human resource frameworks and processes which allow us to flex and thrive in an increasingly competitive environment.
- Continuously develop and improve innovative and fit-for-purpose human resource processes, policies, structures and systems which facilitate the achievement of our ambitious strategic plan.

Leadership, performance and transformation

In our pursuit of excellence and sustainability, we know that effective leadership and management are critical to our success.

► We will:

- Invest in the support and development of our leaders and managers at all levels of our University and empower them to provide the direction, guidance and support necessary for their teams, and our University, to achieve ambitious goals.
- Ensure that our leaders and managers have the vision and skills to deliver transformation, ensuring effective planning, development of knowledge and skills and the organisation of time and resources in such a way that individuals and teams have the maximum opportunity for positive impact.
- Ensure that staff understand how they contribute to shared objectives, that we assess organisational and personal performance openly and constructively, and that, committed to continuous improvement, we strive for excellence.
- Focus on the development of leadership and management capacity, building common purpose and capacity for change, high-performing teams and empowering individuals.



4.2 Investing in our academic portfolio

Against the backdrop of our excellence agenda, we will ensure that the University's academic portfolio is academically rigorous, constantly refreshed, aligned to student and employer demand, and sustainable.

► We will:

- Emphasise our commitment to learning, teaching, research and enterprise, and strengthen the mutual symbiosis between these.
- Continue to enhance our interdisciplinary strengths and progress the University institutes, mindful that the basis of successful interdisciplinary endeavours are strong academic disciplines.
- Encourage collaboration and develop winning partnerships.
- Embed internationalisation in our academic offer and approach, and seek active collaboration with international partners on the institutional, faculty and individual levels.
- Promote the reach and benefit of the University to the wider world through the application of our research, the development and curation of relevant knowledge and the learning and training of people.

- Ensure the sustainability of our academic endeavours, including programmes and research themes, guided by the principles underpinning the excellence agenda and its focus on quality and quality assurance.

4.2.1 Excellent learning and teaching

► We will:

- Enhance our learning and teaching standards and activities by enabling and developing our academic staff in their delivery of teaching and facilitation of learning, and their professional standing and recognition, through selection, induction, appraisal and continuing professional development programmes.
- Sustain a programme of curriculum development and innovation to ensure that programmes of study are rigorous, relevant, stretching and reflect the latest developments in research. Our academic programmes will benefit from strong connections between research and teaching, our interdisciplinary themes and the work of the University institutes.
- Develop effective academic practice within our academic community and transferable competencies and employability skills within our student body.
- Develop and share innovative pedagogical approaches and new ways of learning that are inclusive, inspiring and stimulating, and encourage a desire for further learning and personal development.
- Ensure that our offer and practices are aligned with the requirements of the proposed TEF. We will aim to achieve sector-leading standards in the quality of our teaching and our learning environment in order to maximise the learning gain and educational and employment outcomes of our students.
- Provide an excellent physical and virtual learning environment for students and staff that enables flexible and effective approaches to learning, by place, time and style of learning, supported by an outstanding technology-enabled educational environment and state-of-the-art learning platforms.
- Stimulate the development of critical independent thinking, resourcefulness, invention and the capacity for self-reflection and personal development in our students and graduates, as global citizens and as University ambassadors.



4.2.2 Focusing our research engagement and innovative enterprise

As a university with a research-driven mission, we aim to significantly increase our level of research and enterprise activities, outputs and impact, recognising research and enterprise as part of a continuum. As an internationally engaged anchor institution, our research and enterprise activities will provide solutions to global as well as local and regional challenges. The quality and impact of our research and enterprise will be benchmarked on an international level, and international collaboration and cooperation will be encouraged.

► We will:

- Sharpen our focus on delivering world-class research by enhancing our researcher cohort, organisational structures and supporting systems and environment.
- Review our policies and support structures for research and enterprise, early career researchers and postgraduate research students, and build organisational capacity in enterprise delivery.
- Prioritise our investments in research to improve our institutional position in the next Research Excellence Framework (REF).
- Create a robust research community which is financially sustainable, is based on an empowered researcher cohort, respects and recognises contribution, and nurtures talent.
- Increase the proportion of our research and enterprise which is funded externally.
- Promote interdisciplinary research activities and a collaborative approach, and embed the University-level institutes.

- Build strategic partnerships with industry, the public sector and other educational institutions to strengthen our research and enterprise endeavours.
- Exploit our intellectual property and know-how through spin-out companies, commercial vehicles, licensing and the development of services.
- Champion open access publication and other forms of open scholarship to enhance the dissemination and impact of our research and enterprise.

Progressing interdisciplinarity - University institutes³

The University of Hull is a faculty-based university. The departments and schools within faculties are traditionally 'custodians' of academic disciplines, and we will continue to invest in excellence in our discipline-based academic strengths. These are also the foundation for successful interdisciplinary activities which offer problem-focused solutions to real-world challenges. Interdisciplinary themes will be progressed through a number of University institutes that cut across all faculties, bringing together academics from all faculties, departments or schools whose interests align with the interdisciplinary theme.

The Logistics Institute and the Wilberforce Institute for the study of Slavery and Emancipation (WISE) have already been positioned as University institutes, and we will launch the Institute for Clinical and Applied Health Research, the Maritime and Marine Institute, the Energy and Environment Institute and the Institute for Research on Culture and the Creative Industries. It is foreseen that these cross-cutting institutes will significantly enhance the University's academic offer, research capacity and engagement with real-world problems of a regional, national and international nature.

³Further information on our University institutes is available online: www.hull.ac.uk/strategy

4.3 Being an internationally engaged university

Engagement is a means through which we fulfil our mission and extend our reach and impact. Actively engaging with stakeholders locally, regionally, nationally and internationally, and inviting them to engage with us, enhances our integrated student experience and ensures that our core academic activities of research, enterprise, learning and teaching achieve maximum impact. Our success in shaping a better future will be gauged by the extent to which we make a difference, add value and influence broader social outcomes.

4.3.1 An anchor institution for our regions

We recognise the high expectations that our surrounding regions have of us as their primary higher education institution. Equally, we benefit tremendously from our engagement with stakeholders in the regions.

► We will:

- Through the application of our academic offer, research, knowledge and expertise, the graduates we deliver and our broader engagement activities:
 - Contribute to local and regional economic regeneration, growth, impact and development⁴, competitiveness, enhancement of the quality of life, and regional skills needs.
 - Promote culture, sustainability and social cohesion, and provide intellectual leadership.

⁴The University of Hull's 2013/14 Economic Impact Report is available online: www.hull.ac.uk/strategy

- Continue to build our partnership relations with stakeholders in the regions.
- Encourage and support our students and staff to make a difference to our local communities, our regions and beyond through volunteering and other community engagement activities.

An anchor institution

The presence and activities of the University bring significant benefits to our local and regional communities. The University of Hull will continue to strengthen its position as an anchor institution, ensuring that our regions benefit from our presence, priorities, actions and partnerships. Only by being successful as a university that is recognised for excellence in the international and national arenas can we be a successful anchor institution.

4.3.2 City of Culture 2017

Hull will be the UK City of Culture in 2017, the same year in which our University will celebrate its 90th anniversary. This presents significant unique opportunities for the city of Hull and for our University, which is a principal partner and the exclusive academic research partner for City of Culture 2017.

► We will:

- Work closely with the City of Culture Company and other participants to ensure that the events of 2017 and beyond are a success and that legacy benefits are reaped for Hull and our University.
- Support our staff, students and alumni to participate in City of Culture 2017 and stage many of the events on our campus.

- Build on the impetus of City of Culture 2017 to develop our academic offer in creative areas across our University, including the establishment of the Institute for Research on Culture and the Creative Industries.

4.3.3 International engagement

International engagement is key to our sustained success as an academic institution operating in a global environment, and we will actively enhance our internationalisation agenda.

► We will:

- Enhance our international reputation and stature, and develop a more prominent international profile, enhancing the international aspect of our student experience for the benefit of our international as well as our UK students.
- Implement an internationalisation strategy that ensures our academic programmes are globally relevant and attractive to international students, while ensuring that a global perspective and awareness is developed for all of our students. As part of the internationalisation strategy, we will enhance our International Office, implement a new international recruitment strategy and improve our international marketing and communication strategy.
- Focus on high-quality collaboration and strategic partnerships with leading educational institutions, funders and other organisations abroad, encourage exchanges of staff and students and seek to develop joint academic offers.
- Enhance our international research and enterprise activities.

4.3.4 Building winning partnerships

The University will only be able to achieve its strategic objectives by increasing collaboration across our institution and through winning partnerships.

Academic partners

► We will:

- Build high-quality partnerships with educational institutions in the UK and abroad, and strengthen existing ones. These will include universities and higher education institutions, further education colleges, sixth-form colleges and schools, the University Technical Colleges (UTCs) that we sponsor and other institutions nationally and internationally through which we can advance our academic agenda. The NHS remains a key partner for our health focus.
- Establish an Academic Partnerships Office to coordinate the appraisal and establishment of academic partnerships, to develop and grow those partnerships across disciplines and other boundaries, to manage those relationships and monitor the student experience and student outcomes, and to assist our partners in the enhancement of the opportunities available to students for their learning, assessment, progression and attainment.
- Enhance our active participation in national and regional sector bodies as well as research councils, professional associations and learned societies.

Research and business partners

Business and industrial partnerships are key to our research and enterprise agendas, as employers of our graduates and for the advice and guidance they provide with regard to our programme offers.

► We will:

- Broaden our engagement with research and industrial partners, and establish strategic relationships where it is beneficial to do so.
- Participate in the Humber Local Enterprise Partnership (LEP), liaise with other LEPs, and engage with relevant governance, industrial and business organisations and in response to devolved authorities as they unfold.

Community partners

As an anchor institution, we recognise the value of our relationships with our local communities, the local authorities in our surrounding regions as well as across all of Yorkshire, and with local and regional organisations who share our common interests.

► We will:

- Continue to build relationships with our donors, friends and neighbours as well as our community partners, particularly the local authorities in Hull, the East Riding of Yorkshire, North Lincolnshire and North East Lincolnshire, as well as Scarborough and its surrounds, North Yorkshire and the wider Yorkshire area.

4.3.5 Marketing and communication

Marketing and communication are key to positioning our University, enhancing our stature and reputation and making our voice heard. The enhancement of marketing and communication operations will be a high priority – particularly our online presence, including our website and social media interaction. Equally important is our ability to communicate with our internal audiences, specifically our students, staff and alumni.

► We will:

- Develop our institutional organisational capability in marketing and communications by improving individual and team contributions, by adapting a new organisational construct, and by developing new systems, policies and procedures.
- Deploy a digital strategy encompassing web, social and traditional media with robust governance and quality assurance.
- Employ brand development to define our position and core proposition in the markets we seek to engage.
- Cooperate with our partners to amplify the effectiveness of our marketing and communications.

4.4 Ensuring a sustainable future

Growth, excellence, empowerment and innovation can only be achieved if they are founded on a sustainable basis. We will have a sustainable investment strategy and must generate the resources needed to compete on quality, for without this nothing else is possible. Sustainability depends on our ability to leverage our competitive advantages, our ability to constantly renew and adapt, and our ability to invest in the future. Our investment-driven strategy is designed to strengthen our sustainability, our ongoing capacity and our appetite for change and for growth.

Sustainability means ensuring that the University continues to execute its mission on a sustained basis in pursuit of our vision and excellence agenda. We must also ensure that the decisions we take and investments we make achieve our annual objectives as well as securing our long-term viability and success, our capacity for growth, and a sustained improvement in performance. We will ensure sustainability through our strategies and operations, and through our prioritisation and investment decisions in the following areas:

- Academic endeavours
- Our people and their skills
- Infrastructure and environment – campuses, estates, facilities and information technology
- Financial resources and operational capabilities
- Natural environment

4.4.1 Shape, size and academic sustainability

As well as advancing our academic endeavours in our chosen discipline-based areas of interest, we must explore new and emerging fields of research and knowledge, interdisciplinary themes and the interfaces between disciplines. We need to ensure that our academic structures and the way we organise them are effective, efficient and sustainable.

► We will:

- Review our academic structures to ensure that they are aligned with our strategic objectives and are fit for purpose.
- Conduct a fundamental 'Shape and Size' exercise, underpinned by the excellence and sustainability agendas, as well our financial and investment strategies, to:
 - Determine the optimum academic structure in terms of faculties and their constituent schools and departments.
 - Review our academic portfolio to determine which academic disciplines and areas (new or existing) need additional investment and how they can be improved further, as well as which will be phased out.
 - Account for the growth trajectory of student numbers.
- Rebalance our academic staffing complement. In particular, we will:
 - Ensure that we develop our academic staffing profile to support our excellence agenda. We will build on the Academic Investment Initiative to develop a profile for our academic staffing complement that ensures they are able to deliver our mission, vision and strategic objectives within the academic portfolio in a sustainable manner.

- Consider the balance of academic staff with teaching and research responsibilities and those who focus on teaching and scholarship, noting the impending introduction of the TEF and the positioning required to improve our research outcomes in the next REF.
- Develop a new workload model for academic staff as a key step towards empowering them and bringing about productivity enhancements.

4.4.2 Professional Services

We need to ensure that the shape and size of our professional services and their staffing profiles support our excellence agenda in a sustainable manner.

► We will:

- Ensure that our professional services are empowered, fit for purpose, productive, effective, efficient and support the excellence and sustainability agendas, emphasising service excellence as a differentiator.

4.4.3 Operational and financial sustainability

Financial and investment strategy

We can only successfully pursue our vision and mission if we have sufficient financial resources to do so. We have much to accomplish but recognise that we can only do what we can afford. It is only through strategic investment that we will be able to bring about the step changes in performance that we seek. We will ensure that our investments bring an academic and ultimately a financial return.

Responsible financial and investment strategies are essential to support our excellence and sustainability agendas. Our financial and investment strategies will be based on sound financial and business principles, and will be continually monitored according to a set of financial and sustainability metrics.

► **We will:**

- Strive to increase our income significantly and diversify our revenue streams. This will include research and enterprise-related revenue, with a focus on the development of:
 - greater business and industrial collaboration;
 - innovative approaches to enterprise;
 - a more targeted approach to funding from research councils;
 - national and international academic partnerships;
 - commercial enterprises;
 - other fundraising approaches.
- Consider new approaches to educational programmes, which will include expanded provision of continuing professional development (CPD) and executive education.
- Refine our asset management and procurement processes, as well as the financial information contributing to broader management information systems, including planning, budgeting and financial structures, processes and procedures.

Productivity, efficiency and competitiveness

► **We will:**

- Review our business model to ensure that our fiscal and investment strategies support our academic vision and enhance our competitiveness, productivity, effectiveness, efficiency and value for money.
- Have a more focused control of costs and cost structures.
- Review academic and business processes and support these with appropriate information technology.
- Encourage decentralised decision making, as well as the appropriate centralisation of resources, to contribute towards the optimisation of resource utilisation.
- Continue to review governance, management, planning and decision-making structures, processes and delegations to:
 - enhance the quality and transparency of decision making;
 - ensure that decisions are supported by excellent management information;
 - maintain robust and systematic processes for the assessment and management of risk;
 - ensure processes and procedures are fit for purpose and proportionate.



4.4.4 Our physical and information technology environment

Our ability to deliver our vision and mission is dependent on our ability to maintain and develop a sustainable infrastructure that is not only fit for purpose but brings a competitive advantage to our University. We take great pride in our attractive and welcoming campus, and we will continue to develop our infrastructure to improve the experience of our students, staff and stakeholders. The infrastructure includes our campus, facilities, estates, information and communication technology and associated services, as well as a knowledge and information infrastructure and a management infrastructure (including processes and policies).

Campus

- The University of Hull's main campus, located in Kingston upon Hull, will remain our main residential site and the focus for the major portion of our capital investment.
- We intend for the University's campus in Scarborough to remain a base for provision that addresses the educational needs of the Scarborough area.
- We place a priority on engaging with the Humber region surrounding our main campus, specifically Hull, the East Riding of Yorkshire, North Lincolnshire and North East Lincolnshire. We intend to expand our footprint on the south bank of the River Humber to enhance our engagement there.

As academic opportunities arise, we will consider extending our footprint to other regions of the UK, with a preference for a partnership approach.

- We will continue to deliver academic programmes abroad by utilising the campuses and facilities of our strategic partners, with a view to expanding our partnerships abroad.

Estates and facilities

► **We will:**

- Refresh our facilities and estates strategy, driven by the academic, growth and investment strategies.
- Progress a number of major capital projects, such as the Health Campus, including the Allam Medical Building, refurbishment of Middleton Hall and new residences.
- Enhance our sports, catering and conference facilities, as well as our academic accommodation for postgraduate students.
- Invest in facilities to support the expansion of our academic offer in engineering, within a broader context of strategic partnerships.
- Continue our rolling programme for the continuous refurbishment and long-term maintenance of lecture theatres, laboratories and other research and enterprise facilities, and ensure a coordinated and strategic approach to the use of space, facilities and equipment.
- Continue to fast-track the provision of enhanced disability access.

Information and communication technology

- We will continue to invest significantly in information and communication technology (ICT) to provide a competitive advantage. By creating a digitally enabled and enhanced university, we will improve the integrated student experience, our ability to deliver high-quality programmes and research, and the management and administration of our University.

4.4.5 Environmental sustainability

The University remains committed to promoting sustainable development in the natural environment. As an anchor institution, we will take a leading role in promoting the sustainability of our regions. Our commitment to a sustainable environment will be manifested in our academic endeavours, our approach to managing and developing our campus, estates, facilities, transport and activities, as well as our public advocacy. 'Energy and Environment' is one of our institutional interdisciplinary themes, and will be a strong driver of our research, enterprise and teaching.

► **We will:**

- Implement green strategies to reduce our carbon footprint and waste, conserve energy and water, and promote clean and renewable sources.
- Continue to promote the inclusion of environmental and sustainability issues in our taught curricula and research agenda to provide our students with an understanding of these important challenges.

5. Delivering the strategy

Strategic Plan (2016-2020) articulates our mission and vision and sets out a clear strategic intent with institutional priorities.

In delivering this strategy we will:

- Track our progress towards achieving our strategic objectives on a continuous basis, and monitor our performance, benchmarking externally against peers and sector norms as well as internal metrics, and communicate these to external and internal stakeholders.
- Develop an enhanced set of institutional Key Performance Indicators (KPIs) to monitor our performance regarding student enrolment, student achievement and the student experience, teaching quality, research and enterprise, staff empowerment and sustainability. We will also monitor a set of financial and environmental metrics. The institutional KPIs and other institutional objectives will be devolved to faculty, school and departmental levels, supplemented by additional performance metrics as required.

- In addition to the KPIs, track our progress and performance with regard to other institutional objectives outlined in this plan, in particular those pertaining to the pursuit of the excellence and sustainability agendas.
- Ensure that we adhere to national quality benchmarks, strive to excel in the next Research Excellence Framework and the foreseen Teaching Excellence Framework.
- Produce annual implementation plans on institutional, faculty, school and departmental levels, detailing specific actions and outcomes.
- Ensure that staff are empowered to contribute to the institutional objectives by aligning their personal objectives with those set out in this plan.
- Contribute to and implement national higher education policy imperatives.



Vision

The University of Hull will be recognised for academic excellence that empowers people to shape the future

Mission

To advance education, scholarship, knowledge and understanding by teaching and research, for the benefit of individuals and society at large

Values

Connected - Excellent - Open

Our strategic priorities

Invest

Investing in our academic portfolio:

- Excellent learning and teaching
- Focusing our research engagement and innovative enterprise

Sustain

Ensuring a sustainable future:

- Shape, size and academic sustainability
- Professional Services
- Operational and financial sustainability
- Our physical and information technology environment
- Environmental sustainability

Engage

Being an internationally engaged university:

- An anchor institution for our regions
- City of Culture 2017
- International engagement
- Building winning partnerships
- Marketing and communication

Empower

Empowering our people:

- Placing students at the heart of what we do - creating a transformative student experience
- Empowering our staff - the people plan

Our strategic intent

Enhance

Enhancing our stature, reputation and influence - being a university of preference for a wider range of students, staff and partners

Excel

Pursuing an excellence agenda

Grow

Achieving growth and a step change in our performance






Excellence
Empowerment
Sustainability



THE QUEEN'S
ANNIVERSARY PRIZES
FOR HIGHER AND FURTHER EDUCATION
2013 & 2015



The five heraldic symbols forming the graphic elements of the University's logo are drawn from the original coat of arms designed by Sir Algernon Tudor-Craig in 1928.

-  The flaming torch is a symbol of education and learning, and can also be interpreted as representing a pioneering spirit.
-  The white rose was adopted as a device by the first Duke of York, son of Edward III, in 1385 and later became more widely associated with Yorkshire.
-  The ducal coronet is taken from the coat of arms of the city of Kingston upon Hull, in reference to the Royal Charter granted to the city by King Edward I in 1299.
-  The fleur de lys is taken from the coats of arms of Lincoln and Lincolnshire, representing their inclusion in the geographical area that the University was established to serve.
-  The dove, symbolising peace, is taken from the coat of arms of Thomas Robinson Ferens, the University's foremost original benefactor



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