



# A fairer, brighter, carbon neutral future

STRATEGY 2030

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# Our commitment to a more sustainable *future*



## People

Supportive, collaborative community



## Place

Intellectual epicentre



## Partnership

Unconventional thinking

# Inspired by the power of our *global community*

**Founded in 1927 as a 'centre of light and culture' for Hull, the University is proud to play a leading role in the educational, social, economic and cultural development of our unique city and region.**

This strong sense of place remains at the heart of our identity. The global perspective and expertise of our talented people and our dynamic collaborations with partners locally, nationally and internationally enable us to bring communities together—to enrich lives, address the challenges facing our region and share solutions that are transferable across an increasingly connected yet polarised world. It is this union between education, research and knowledge exchange, and between the local and the global, which defines our internationally engaged civic university.

## **Motivated by society's challenges**

Persistent injustices exist across many different areas of society: the inhumanity of modern slavery and exploitation, inequalities in education and health outcomes, and regional disparities in employment opportunities and economic security, to name but a few. Meanwhile, the threats from climate change grow ever more urgent, requiring a rapid transition to clean growth and a low-carbon future. Moreover, these are intersecting challenges, with the climate crisis a further source of injustice as its most severe impacts are set to fall on those communities both least likely to contribute to its causes and least able to mitigate and adapt to its effects.

**WE KNOW THAT A SINGULAR FOCUS ON ECONOMIC GROWTH BRINGS DISPROPORTIONATE BENEFITS TO THOSE WITH ADVANTAGE.**

To achieve a more equitable and sustainable society, inclusive social and economic development is essential, and this is the case both for the Humber and globally.

Our strategy recognises that these are challenges with no quick solutions. Making a difference will require the dedicated, long term, collective effort of a strong community over at least the next decade. The University of Hull seeks to drive this change, drawing on our areas of strength and collaborating with partners from our region and around the world. Working across the multidisciplinary themes of energy and environment, social justice and responsibility, health, cultural and creative industries, and business and logistics, we will shape socially and environmentally just solutions. Our strategy establishes this as our enduring and consistent objective through to 2030. This date is aligned with the target set by the UN Sustainable Development Goals, and takes in the significant milestone of our pledge to become carbon neutral by our centenary year in 2027.





## Fulfilling our vision

Strategy 2030 sets out a clear and stable vision of our purpose and the qualities that will characterise both our work and our University community. These provide a framework against which consistent decisions can be taken, resources can be prioritised, and coherent plans can be made.

The quality and impact of our work is dependent on the University's own strength and resilience. Therefore, our strategy is underpinned by the need for robust financial sustainability and operational effectiveness and efficiency. We have already made significant progress in this regard, and we will continue throughout to work as one University to invest in strength and opportunity, divest from areas of diminishing return and low potential, and focus on delivering excellence consistently across all areas and facets of our business.

In all we do, our approach will be inclusive, empowering and progressive.

We will be motivated by the desire to lead creative change at the forefront of environmental sustainability and social justice.

Through the talent and dedication of our people, our strong sense of place and the vitality of our partnerships, we will together shape a fairer, brighter and carbon neutral future.







## Our vision

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**Motivated by society's challenges and inspired by the power of our global community, we are shaping a fairer, brighter and carbon neutral future**



## Our mission

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



# Our values

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**Our values are the foundation of everything we do. They shape our decisions, our actions, how we work, and our everyday behaviours. They help us to make our University a great place to work and study.**



## We are inclusive

- We provide a safe, friendly and welcoming environment for all, where our differences are celebrated
- We help each and every one of our students, staff and partners to achieve their full potential with a personal, supportive approach
- We celebrate individual and collective success
- We are mindful as to the positive and negative impact of what we each do, every day, on other individuals and communities both near and far



## We are empowering

- We empower people to succeed, recognising that with empowerment comes responsibility and accountability
- We build people's confidence through understanding, knowledge, skills and experience
- We stretch people's minds and help them develop new ways of thinking and working that will help shape a fairer, brighter future
- Through equal opportunity, we ensure everyone has the opportunity to shine



## We are progressive

- We set high standards and challenge ourselves and others to deliver meaningful progress with tangible outcomes
- We follow and develop best practice across all areas of our activity
- We work at pace and are always future-facing and, with agility, ready to adapt
- We learn to be self-reflective so we can seek improvement, make an even bigger difference and embrace a different future





# People

**Our inclusive, supportive and responsible community will enable talented individuals to flourish.**

## OUR UNIVERSITY WILL BE CHARACTERISED BY

- 1.1.** A diverse and strong community of talented and motivated individuals where:
  - a.** all people, whatever their circumstances and from wherever they hail in the world, feel welcome, respected and supported
  - b.** local, national and international students, regardless of background, have the opportunity to enter our University, realise their potential and achieve excellent outcomes
  - c.** staff are developed and empowered to deliver world-leading education, research and knowledge exchange and an outstanding student experience
- 1.2.** A clear portfolio of attractive, engaging, student-focused undergraduate and postgraduate programmes that are informed by excellent research and which equip our graduates with the skills for lifelong careers and the drive to shape a just and sustainable future
- 1.3.** A responsive, personalised and consistent approach to student support
- 1.4.** A vibrant research environment that supports interdisciplinary and collaborative approaches to create novel insights and address key regional, national and global challenges
- 1.5.** An inspiring and collegiate workplace that attracts, retains and rewards talent from around the world
- 1.6.** A culture of intellectual challenge, innovation and enterprise that fosters creativity and collaboration and encourages our staff, students, alumni, partner colleagues and community visitors to achieve their best
- 1.7.** Recognition as a sector leader in equality, diversity and inclusion







## TO ACHIEVE OUR AMBITIONS, WE WILL

- 2.1.** Implement considered, evidence-based increases to entry tariff, in combination with a confident programme of widening access and participation and pursuing growth in student numbers only where this aligns with our strategy, expertise and proven demands
- 2.2.** Tackle social barriers to success and demographic inequalities in student outcomes
- 2.3.** Ensure that our curricula are inclusive, decolonised and support diverse learner needs
- 2.4.** Raise awareness of, promote and foster physical and mental wellbeing
- 2.5.** Embed inclusive practices across all our ways of working
- 2.6.** Nurture talent and the realisation of each staff member's potential through the alignment of personal and professional development with the strategic objectives of the University
- 2.7.** Facilitate through effective mentoring and support appropriate and timely individual progression and active succession planning that is sensitive to different roles, career stages and trajectories
- 2.8.** Foster high-performing, collegial and accountable teams, sharing and learning from good practice across the institution and rewarding excellence in education, research, knowledge exchange and professional services



# Place

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**Our rich heritage as an institution rooted in our region and our strong international reputation, will drive our work as a responsive, globally engaged civic university.**

## OUR UNIVERSITY WILL BE CHARACTERISED BY

- 3.1.** A strong sense of place evidenced through open, engaged and constructive relations with our city, our communities and our region
- 3.2.** An explicit appreciation of the mutual relevance and resonance of global challenges to those facing the United Kingdom and the Humber, manifest in the design and delivery of our education, research and knowledge-exchange activity
- 3.3.** Thought leadership and outstanding challenge-led research, knowledge exchange and innovation that has application, impact and benefit locally, nationally and globally
- 3.4.** Responsive and collaborative leadership of the skills agenda in our region, delivering flexible opportunities for learning that serve the needs of industry and our communities, support productivity and promote social mobility and environmental sustainability
- 3.5.** An outstanding student experience enriched by our ability to provide high quality 'everything on your doorstep' facilities in a safe, inclusive, friendly and welcoming environment
- 3.6.** A truly international community that celebrates our place in a connected, global world and promotes open cooperation across borders, nationalities and cultures





## TO ACHIEVE OUR AMBITIONS, WE WILL

- 4.1.** Proactively engage with fellow academic institutions and key businesses, industries, and charitable and cultural sector organisations to realise our mission through leadership, collaboration and shared endeavour
- 4.2.** Understand how the issues associated with our place and the expertise of our University are relevant to education, research and knowledge exchange nationally and globally—and use this insight effectively to foster existing strengths, anticipate emerging trends and move with pace and decisiveness to seize new strategic opportunities
- 4.3.** Work with strategic partners to identify and deliver the high-level skills required to stimulate inclusive and clean growth
- 4.4.** Meet the economic, social, health and cultural needs of our region and beyond through educating and training a strong pipeline of talent
- 4.5.** Draw on our expertise and excellent facilities to take a leading role in the cultural life and development of our city and region
- 4.6.** Develop a Civic University Agreement in full collaboration with students, staff, the public and key civic stakeholders in order to guide our civic activity and ensure our positive impact in our region
- 4.7.** Broaden international and on-campus opportunities for students and staff that foster awareness, understanding and respect for all cultures, and the knowledge, values and skills required to collaborate effectively to deliver sustainable development in a competitive global environment
- 4.8.** Invest in further development of our international reach and global profile





# Partnership

**As an effective and dynamic partner of choice, we will work in strategic collaboration with others to deliver impact with mutual and wider benefit.**

## OUR UNIVERSITY WILL BE CHARACTERISED BY

- 5.1. Genuine partnership with our students which sees the co-construction of a university experience that is outstanding
- 5.2. Active and meaningful partnership between academic and professional services staff, working with shared values towards common goals
- 5.3. Partnership between academic colleagues, both within and external to our University, which drives the interdisciplinarity and collegial approach required to pursue research and knowledge exchange that delivers high-impact solutions to global challenges
- 5.4. A collaborative approach to delivering high-quality professional services, where innovation and best practice is achieved through partnership between teams and active external engagement with others within both higher education and other sectors
- 5.5. Constructive dialogue and partnership working with trade union colleagues in the best interests of the University, its staff and its students
- 5.6. Partnership with key government, community, public and private sector organisations which drives fair and sustainable social and economic regeneration, develops skills and talent pipelines, and facilitates influential collaborative research and knowledge exchange
- 5.7. International partnerships with like-minded institutions founded on complementary research strengths and shared educational values
- 5.8. Partnership with our alumni that nurtures a lifelong relationship with the University, supports and celebrates their success and delivers benefit for the current and future generation of Hull students
- 5.7. Public engagement via open dialogue that shares understanding, brings communities together and ensures that our research, knowledge exchange and education is responsive and relevant





## TO ACHIEVE OUR AMBITIONS, WE WILL

- 6.1.** Develop and foster our partnership with students at all levels of the organisation and through the Hull University Students' Union
- 6.2.** Facilitate partnership working across the institution by:
  - a.** moving to a user-led approach to all services, ensuring that they enable the achievement of our academic mission, outstanding student experience and excellence in research and knowledge exchange through lean, efficient and effective systems and processes
  - b.** removing barriers to creativity and innovation whilst effectively managing risk and ensuring good governance
- 6.3.** Focus on high-quality strategic partnerships globally and nationally with organisations which share our vision, values and aspirations
- 6.4.** Diversify our provision by working with valued partners to prioritise, design and deliver programmes tailored to meet economic and social needs as well as market demand, locally, nationally and globally
- 6.5.** Intensify our focus on working in partnership to understand and shape local, national and international priorities and strengthen the impact of our research, knowledge exchange and entrepreneurial activities to deliver sustainable development in a competitive global environment



# Measuring our success

**Strategy 2030 has been developed in consultation with staff and students, building on their prior engagement in defining our vision, values and behaviours.**

Our strategy describes the qualities that will characterise our success, and we will monitor our progress against these strategic ambitions through key performance indicators and qualitative measures. Equally, however, our success will be evidenced through our shared organisational aspirations, our culture, policies and processes and, fundamentally, the impact of our education, research, knowledge exchange and partnerships.

Collectively, these performance measures and the milestones achieved through the period to 2030 will illustrate our progress against the following overarching indicators of success.







## People

We set and achieve ambitious targets for access, continuation, attainment and progression, enabling us to attract and support the success of a diverse range of talented students in sustainable numbers

We are recognised by current and future colleagues as an inclusive employer of choice



## Place

Our innovative education, research and knowledge exchange leads change that addresses global and local challenges and generates fair and sustainable solutions

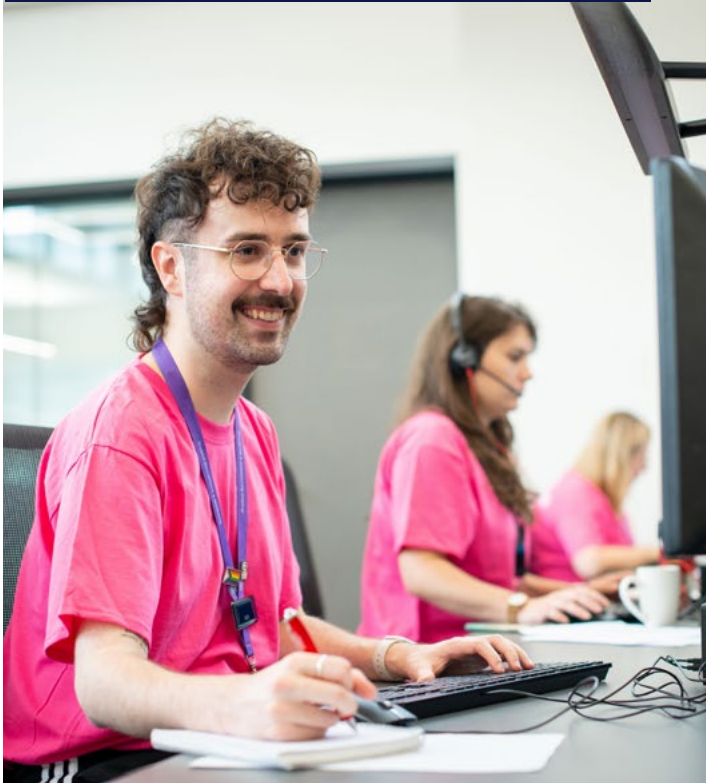
Our close collaboration with employers enables the seamless integration of education and training with regional and national workforce planning



## Partnership

Through meaningful and effective partnerships between academic and professional service staff, and with our students, all members of our University community enjoy an experience that is outstanding

Our partnerships advance our strategy, deliver mutual benefits and amplify the impact each partner could achieve alone



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