



STRATEGY 'AT A GLANCE'

1. **OUR PURPOSE: CURIOSITY-DRIVEN AND ACTION ORIENTED RESEARCH**

2.

UNIVERSITY PRINCIPLES IN ACTION

The University's overall Strategy articulates a set of four main principles to guide action. Here we show how those principles come to life through research and knowledge exchange.

Equality, Diversity and Inclusion

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 community is treated with the same respect, is afforded equitable opportunities and feels at ease.

In research, this principle will help us in the creation of diverse teams with equal voices and broad insights, permeating the topics we investigate, the methods we employ and the choice of our collaborators. It will inform our recruitment, selection and reward methods, diversifying our postgraduate research student and staff base, and informing our research culture and the support we offer. We will utilise our research and expertise to ensure our institutional policies are informed by evidence-based best practice.

Collaboration

Through the partnerships we create in research, education and engagement, we put to rest the assumption that competition alone lies at the heart of progress. Instead, it will be the collaboration across different disciplines, with people from different backgrounds, with different expertise, experiences and insight, that will create a more equitable and sustainable future for all.

Collaboration will be embedded in every aspect of how we perform and support our research activities. From encouraging novel interdisciplinary approaches to creating and tackling research questions, to ensuring we invest in the people, policies and systems to support partnership working, we will remove barriers to collaboration and encourage new opportunities.

Environmental Sustainability

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. The complexity of environmental sustainability requires distinctly new knowledge, fundamentally new ways of generating it and radically new ways of understanding and acting on it.

The creation and implementation of our Code of Practice for Sustainable Research will guide how we conduct our research and collaborations, including embracing technology and new methods to reconsider travel, improve our physical estate and the efficiency with which it is used, and the environmental impact of our research methods. Through our procurement guidance we will use environmental sustainability as a driver of decision-making for the purchase and use of capital equipment. Our people and expertise will support regional activities and we will find effective ways to incentivise and reward research into environmental sustainability across all disciplines.

Internationalism

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.

In research, we will consider the international dimension to both our research topics and research partnerships. We aim to make conducting research on a global stage as easy as with our national partners, by removing barriers and improving planning, processes and support, giving fresh impetus to pursuing international collaborations and funding through institutional relationships and individual partnerships alike.

3.

STRATEGIC OBJECTIVES

Our Strategic Objectives support the ambitions and intended outcomes of our Research Strategy:

PEOPLE AND CULTURE: A Thriving Research Community

Creating the conditions and culture within which diverse people, ideas and approaches can flourish - enabling our community to work with integrity, build equitable and respectful collaborations, and seek and tackle new intellectual challenges.



IDEAS AND CREATIVITY: A Centre of Research Excellence

Nurturing high quality and ambitious research across our broad discipline base - leading the generation and exchange of knowledge and understanding, inspired by working within and across disciplines and through co-creation of research with a wide range of partners.



IMPACT: Delivery of Public Good through our Research

Addressing environmental, social, cultural and economic problems with compassion and rigour, locally, nationally and globally. Ensuring our research is open and shared to enable effective pathways to impact, influencing teaching and research practice in the global academic community and beyond.



PARTNERSHIP AND PLACE: A Trusted and Effective Partner

Developing equitable and sustainable partnerships in the City, region, nationally and globally to increase our reach and influence. Working together in synergy to inspire new ideas, addressing common challenges.



SUPPORT AND INFRASTRUCTURE: An Environment that Ensures We Realise Our Ambitions

Building and maintaining the professional expertise, estate, equipment, digital infrastructure and income streams required to foster creativity, deliver world-class research, innovation and knowledge exchange, and to increase the financial autonomy and environmental sustainability of the University.



4.

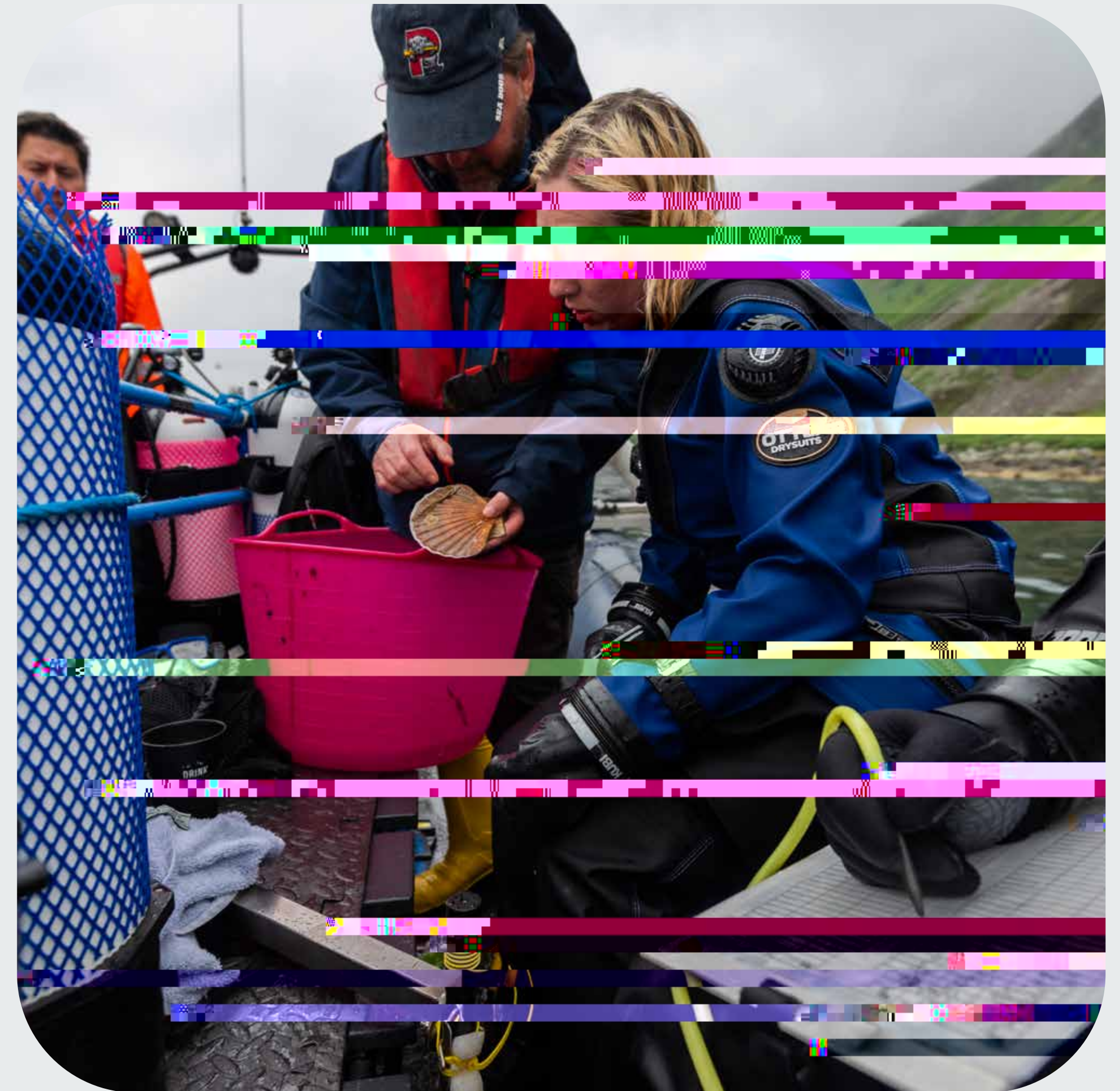
STRATEGIC PRIORITIES

To achieve our Strategic Objectives we must focus on particular areas of activity. The Strategic Priorities below describe these areas of focus and which will be reviewed and updated periodically as we make progress on our aims and as we respond to external opportunities and challenges.

OBJECTIVE 1

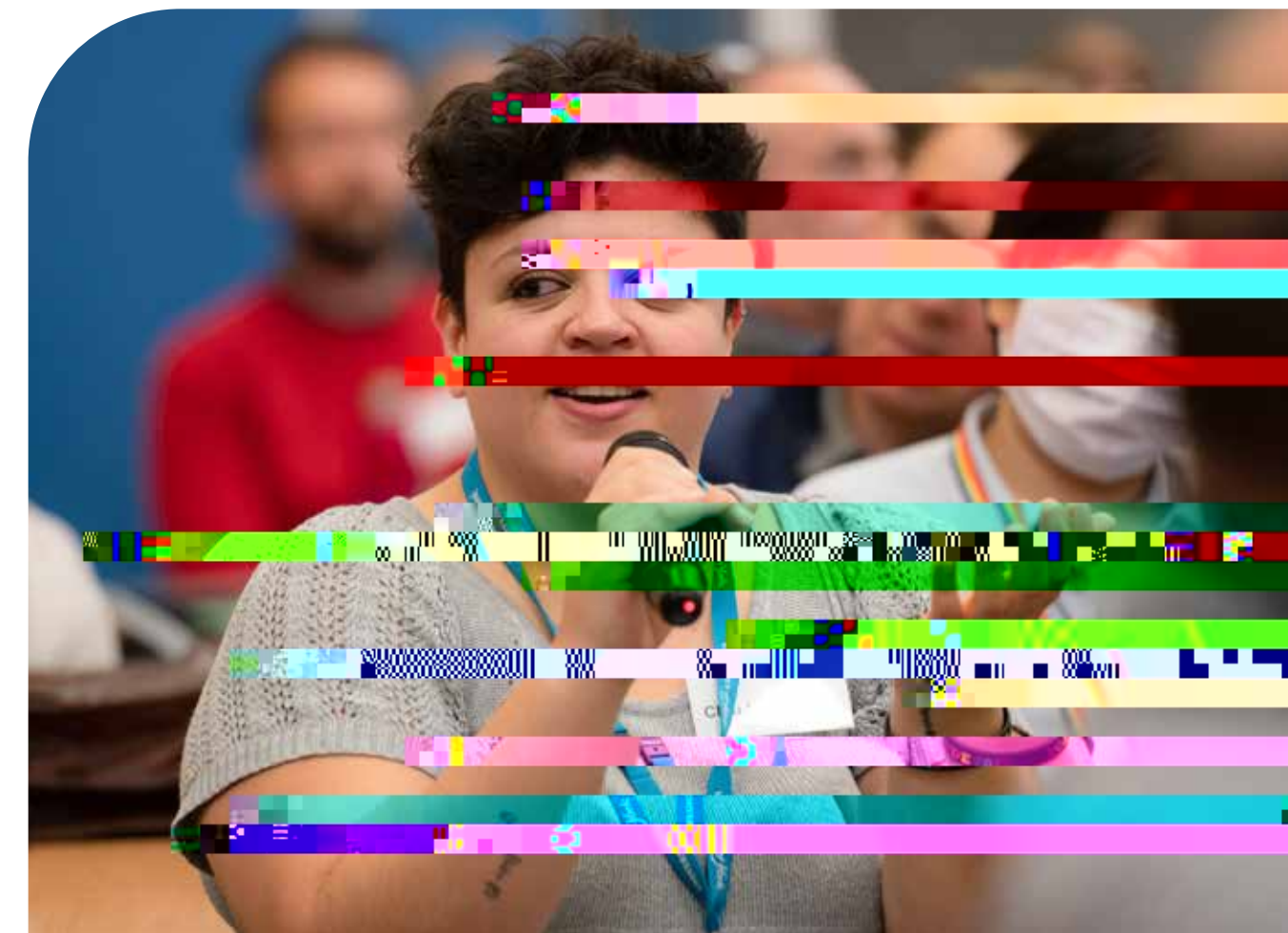
PEOPLE AND CULTURE: A Thriving Research Community

Creating the conditions and culture within which diverse people, ideas and approaches can flourish - enabling our community to work with integrity, build equitable and respectful collaborations, and seek and tackle new intellectual challenges.



Priority 1.1 Nurture a sustainable and

¹PRISM: Professional Research Investment and Strategy Managers



OBJECTIVE 2

IDEAS AND CREATIVITY: A Centre of Research Excellence

Nurturing high quality and ambitious research across our broad discipline base - leading the generation and exchange of knowledge and understanding, inspired by working within and across disciplines and through co-creation of research with a wide range of partners.



Priority 2.1 - Undertake and enjoy excellence in research

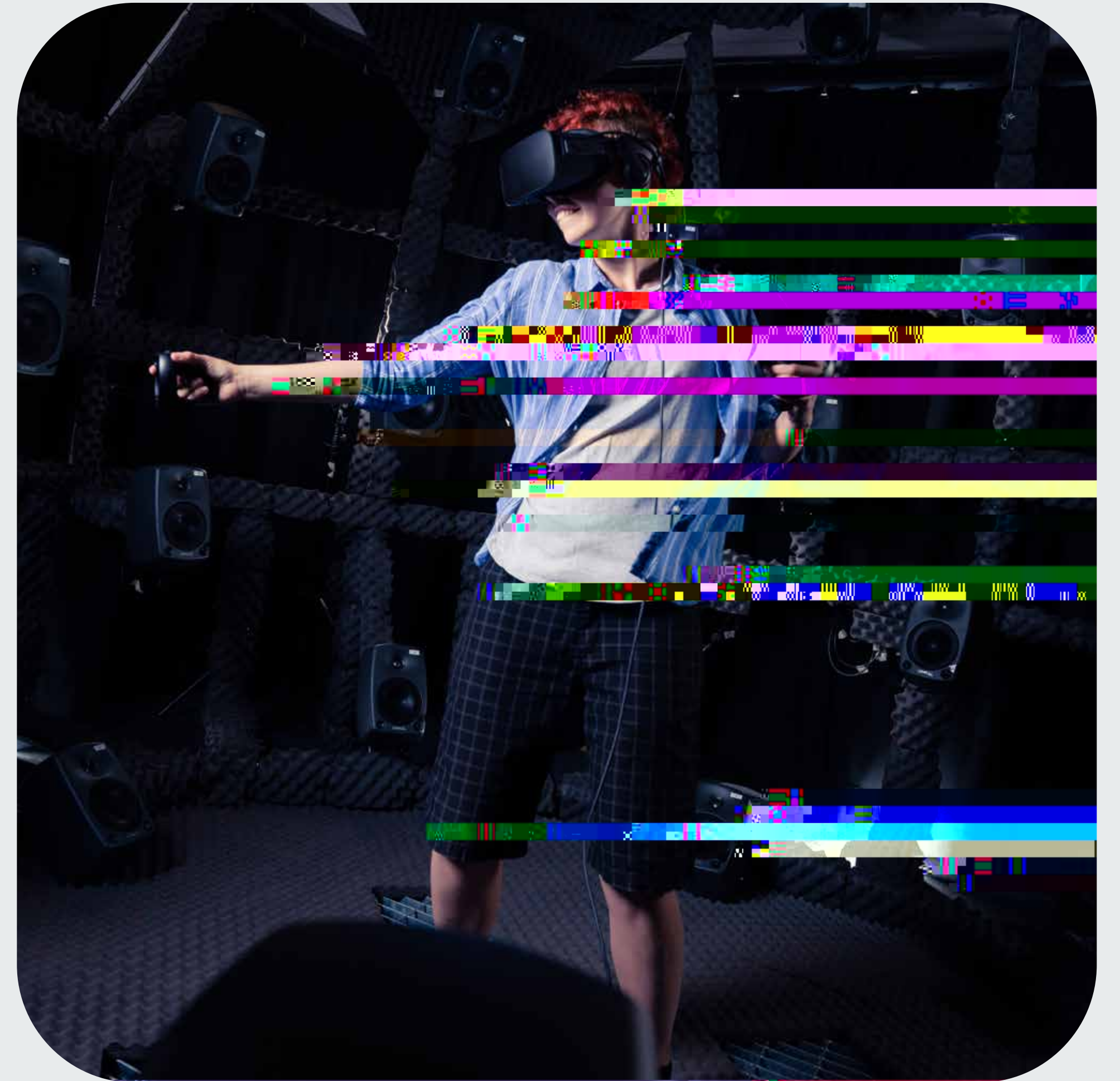
We will deliver internationally-recognised excellent research across our breadth of disciplines – such as was celebrated in the 2021 UK Research Excellence Framework – with the ambition of further enhancing our reputation via a range of measures. We will enable our researchers to play leading and influential roles in ambitiously advancing their disciplines, shaping new fields of research and pioneering new ways of working. We will support and encourage more of our research teams to lead large consortia and large-scale centres of excellence. Our outstanding research will be an attractor to recruit and retain talent from across the globe, enhancing our ability to create last



OBJECTIVE 3

IMPACT: Delivery of Public Good through our Research

Addressing environmental, social, cultural and economic problems with compassion and rigour, locally, nationally and globally. Ensuring our research is open and shared to enable effective pathways to impact, and influencing teaching and research practice in the global academic community and beyond.



Priority 3.1 Promote and value the sharing of ideas and knowledge to generate impact

The generation of impact for public good is integral to our research ambitions and strategies: we will embrace and support the breadth and diversity of routes to impact that flow from our knowledge generation and co-creation, recognising all scales of contribution along our pathways to impact. Our effectiveness will be recognised externally including via the UK's Research Excellence and Knowledge Exchange Frameworks. We will foster and develop a mindset and skill set for knowledge exchange – including engagement, networking, team working and communications – in all members of our community, with opportunities for personal growth, reward and recognition. We will value our role in wider capacity building as our skilled staff and students take their careers beyond York, capitalising on new relationships to expand the further scope of our impact.

Priority 3.2 Expand the impact of our business engagement

By 2030, the University of York will be known for its ambitious business partnerships, through which we will innovate alongside business and industry to create a more

equitable and sustainable future for all. Our success will be measured by the impact we deliver together, improving business products, services and practices, as we consider not only economic prosperity, but also society, culture and the environment. Our wider University strategic principles will guide the types of relationships we seek and sustain, enhancing our reputation with industry and also with potential students and research collaborators.

Priority 3.3 - Engage to inform and shape policy and public discourse

We will draw on expertise and knowledge across all disciplines to inform and shape the development of policy; locally, nationally and internationally. We will create and harness opportunities to inspire and influence public debate on a wide range of topics stemming from our research. By demonstrating the value and accessibility of higher education to broader society, we will open up possibilities for a wider range of future interactions within our community.

Priority 3.4 - Foster entrepreneurial activity arising from our research

Entrepreneurial applications of our research provide valuable routes to impact that benefit wider society through the development of new products and services, as well as generating income for the

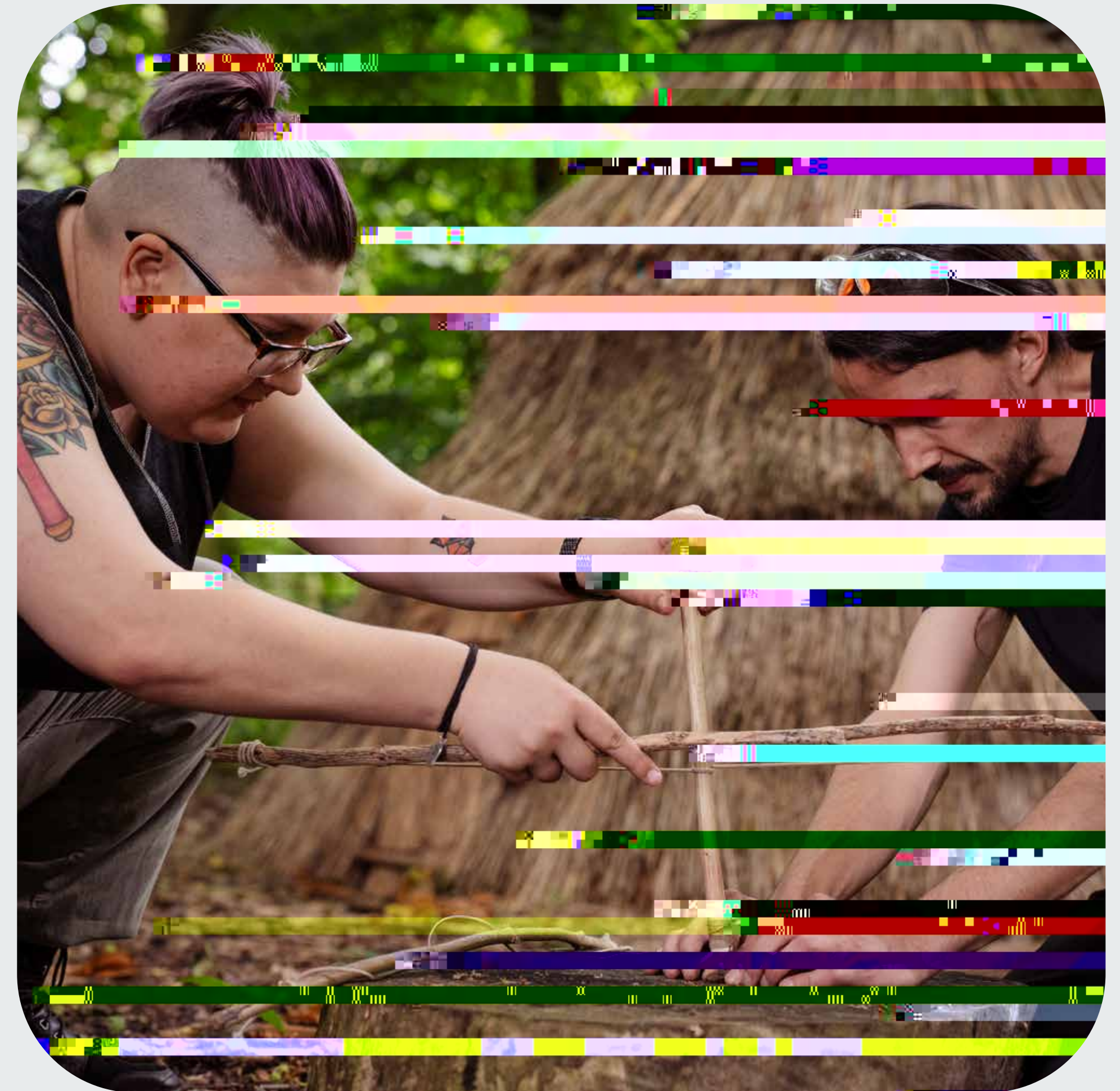
University. Embedding an entrepreneurial mindset and encouraging the development of personal entrepreneurship also positively enriches our wider research and knowledge exchange activities and provides fulfilling career avenues for staff and students alike. We will encourage and reward the exploitation of our intellectual property, the creation and delivery of specialist training, and access to our skills and facilities, both via traditional commercialisation routes and through new ventures such as social enterprises and not-for-profit businesses.



OBJECTIVE 4

PARTNERSHIP AND PLACE: A Trusted and Effective Partner

Developing equitable and sustainable partnerships in our City, region, nationally and globally to increase our reach and influence. Working together in synergy to inspire new ideas, addressing common challenges.



Priority 4.1 Promote and manage partnership opportunities that deliver positive change

Partnership opportunities may be found close to home, in our City and region, or further afield both nationally and across the globe. In all cases we are committed to growing and maintaining partnerships where we can work together toward mutual goals, with mutual benefits. Partnerships will help shape our future research directions, grow sustainable sources of income, and create career-enhancing opportunities for staff and students. Wherever these opportunities arise, and as they evolve, our decision making on partnership development will be transparent and be informed by our mission to deliver public good, choosing to work with partners who share our core principles.

Priority 4.2 - Establish an effective role in our local community to use our research to deliver public good

Place matters to what we do. Effective relationships with local partners ensure that our research improves conditions in our local communities - for example by fostering environmental sustainability and climate resilience, understanding and addressing pressing societal needs and inequalities, improving the efficacy of health and social

care, or supporting education and skills development. Recognising the need for knowledge, skills and financial resources, we will build ambitious and effective networks at scale to attract significant inward investment into the region. Through targeted investments and support, we will ensure that they deliver considerable economic impact on sectors such as the bioeconomy and the creative industries.

Priority 4.3 - Forge new international partnerships where research drives engagement and knowledge creation

Many of the challenges we encounter are global in nature, and as such we must continue to develop our global partnerships to realise our aim of local commitment on a global scale. In doing so we must be alert to new partnership opportunities and new approaches, bearing in mind that partnerships can only be forged over time. We will build these partnerships around our key areas of strength, for example, through the work of centres and institutes that cut across academic disciplines, and around the interplay of research, education and knowledge exchange.

Priority 4.4 - Increase our influence by effective use of our national and international networks

The University of York is not alone in building its partnerships: we are a member of networks, and our network partners themselves are fostering relations with other organisations. We will use our membership in national and international networks to identify and exchange best practice, seek and access new sources of funding, and help shape research and policy agendas to deliver on our mandate to be a University for Public Good. In doing so, we will participate as a valued member in our networks, thereby influencing our sector and society at large.



OBJECTIVE 5

SUPPORT AND INFRASTRUCTURE:

An Environment that Ensures We Realise Our Ambitions

Building and maintaining the professional expertise, estate, equipment, digital infrastructure and income streams required to foster creativity, deliver world-class research, innovation and knowledge exchange, and to increase the financial autonomy and environmental sustainability of the University.



Priority 5.1 - Deliver effective, efficient and resilient processes and systems to support research

We will develop and implement a cross-institutional research service, built around an interconnected professional support community, to deliver seamless, consistent and enhanced end-to-end support for research. This approach will facilitate further externally-funded research, innovation and knowledge exchange activity, and minimise the administrative burden by streamlining processes and improving resource allocation, as well as offering improved career structures and development opportunities for professional service staff.

Priority 5.2 - Build our capability to grow our partnerships

We will elevate and enhance external engagement across the University and ensure its value is embedded throughout our leadership and planning structures. We will develop the support services and associated policies and processes to ensure that sustainable, scalable engagement is conducted effectively and efficiently – offering improvements in how the University engages in all types of external research partnerships, and contributing to our financial autonomy.

Priority 5.3 - Deliver an environmentally sustainable, high quality physical and digital estate to support world-leading

