THE UNIVERSITY OF HULL

Strategic Plan

2007 – 2012

Introduction

This new Strategic Plan sets out a framework for the development of the University over the next five years. It reasserts the University's vision, mission and values and establishes a series of strategic aims.

The plan is a blend of continuity and change. It recognises existing strengths – for example, in providing an excellent student experience – and seeks to reinforce and to develop those qualities. It also identifies areas where the University needs to meet challenges and fulfil its potential.

One significant focus of the plan is the intention to embed an international perspective across the University. Achievement of this aim will have considerable impact on virtually every aspect of our work, from the curriculum to service delivery.

A further challenge for the University is to develop greater distinctiveness. The plan highlights how this might be achieved. While emphasising distinctiveness in this plan, we remain committed to high-quality activity in all areas of the University.

Important as it is to set out a strategic framework, the University's success will depend on its implementation. For that reason members of the Senior Management Team will develop and lead on more detailed implementation plans to be agreed by the Senate and Council.

Universities are complex organisations with a wide range of interested audiences. It is hoped that this plan, which has been developed by the Senior Management Team in consultation with our Council, will assist funders, students, the local community, partners, our staff and many more in understanding our aims and in contributing to our further achievement.
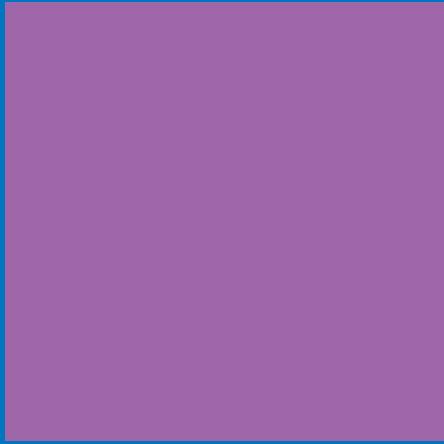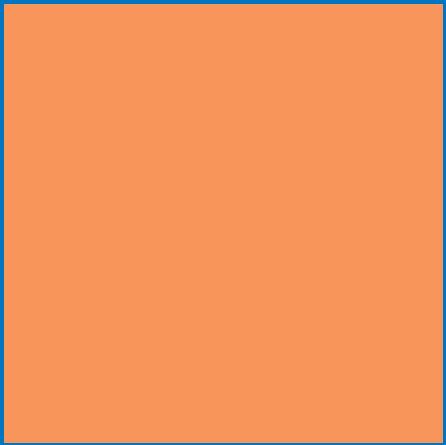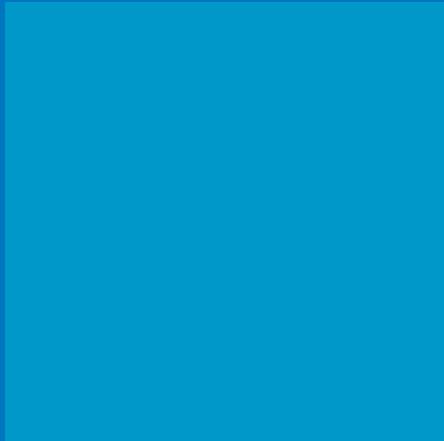
John Standen
Chair of Council

Professor David Drewry
Vice Chancellor

David Drewry

John Standen

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Section 1   Strategic vision and role

Vision
To explore, create and communicate knowledge in order to
enhance regional, national and global communities

Values
We value

- people, by development and reward
- inclusivity, through equity and diversity
- innovation, through learning and discovery
- partnerships, by cooperation and mutuality

Mission
We will

- provide an outstanding student experience
- deliver research and teaching of the highest quality
- serve the needs of communities as a broad subject-based
  institution
- promote international engagement

Strategic aims
We aim to

- provide an outstanding experience for our students
- develop sustainable and distinctive academic provision
- expand and promote research excellence
- embed international perspectives across the institution
- lead knowledge transfer and contribute to the social and
  economic redevelopment of our locality
- enhance cultural and intellectual community life
- enlarge our student population
- ensure sustainable development

Enabled by
- committed, flexible and skilled people
- continued investment in ICT and related infrastructure
- developing the estate
- prioritising customer focus
- partnership working
- supportive alumni and friends
- effective marketing, communications and public relations

Our progress
This strategy builds upon the Corporate Plan of 2004. Achievements since 2004, measured against that plan, include the following.

Quality experience
- Fourth-ranked mainstream English university for overall student experience in the National Student Survey (NSS) (2005 and 2006)
- First-ranked departments in the NSS (two in 2005; three in 2006)
- Shortlisted for University of the Year in 2005
- Exceeded widening-participation benchmarks, increasing participation from lower socio-economic groups
- Commenced four-year £15 million investment in student residential accommodation
- Expanded sports facilities, including new 3G pitches
- Invested £14 million in refurbishment of student accommodation

Quality research, scholarship and enterprise
- Achieved two entries in *Eureka UK*, cataloguing the top 100 world-changing discoveries by UK universities
- Awarded 11 fellowships by Research Councils UK (the partnership of the UK's eight research councils)
- Awarded the Royal Society of Chemistry National Historic Chemical Landmark Award
- Award to a member of staff of the prestigious Royal Geographical Society Back Award
- Awarded £1.6 million in European Regional Development Fund and Yorkshire Forward grants for the Wilberforce Institute for the study of Slavery and Emancipation (WISE)
- Established the Business and Community Knowledge Exchange
- Founded an Institute of Wound Care, in partnership with the NHS
- Awarded £1.1 million by Yorkshire Forward and Government Office to convert the Johnson Building for entrepreneurship
- Awarded HEIF3 funding (£2.1 million)

Quality academic provision
- Established WISE
- Opened the Business School (HUBS) in £8.7 million refurbished accommodation
- Founded the £9 million Logistics Institute and Hull Xiamen Universities Joint Logistics Centre
- Commenced an International College
- Refurbished rehearsal and recording studios at the Scarborough Campus
- Secured additional student numbers for expansion of provision, Foundation degrees and the Lifelong Learning Network
- Innovative curriculum development and significant investment in new staff
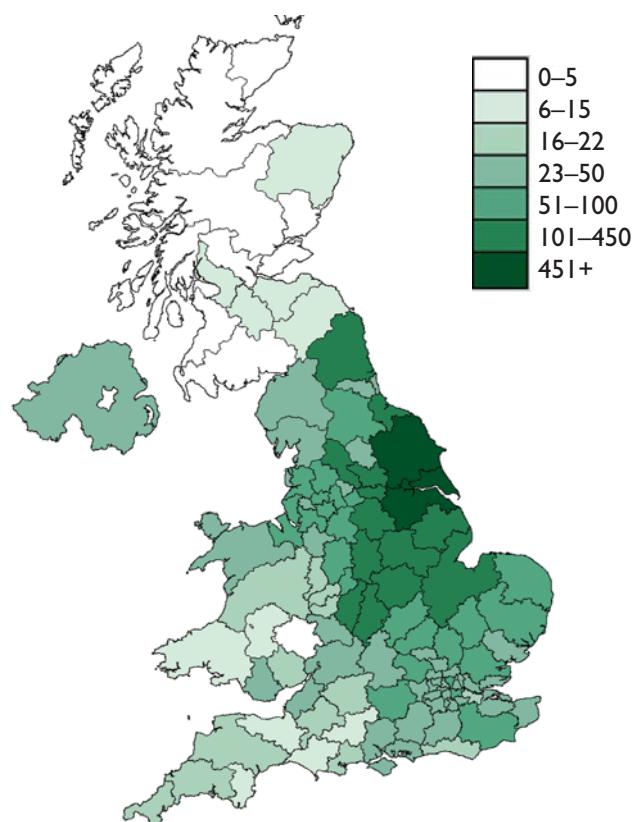
Quality learning
- Fifth-ranked for student employability in national HE performance indicators
- Awarded two National Teaching Fellowships
- Established £3.8 million Lifelong Learning Network (YHELLN)
- Achieved a 'Broad Confidence' audit verdict from the Quality Assurance Agency
- Award to HUBS of European Quality Improvement System (EQUIS) and Association of MBAs (AMBA) accreditation
- Established a Federation of Colleges
- Winning of the UK Microsoft Imagine Cup by teams of Computer Science students in 2004 and 2006

Quality services
- Revised the academic year
- Appointed a Dean of the Scarborough Campus
- Restructured the Science Faculty
- Began regularly to generate financial surpluses for reinvestment
- Completed the first stage of pay framework implementation

UK student map
Showing home postcode of University of Hull students. Darker areas indicate greater numbers of students. Hull – December 1st Census (2004/05).

	0–5
	6–15
	16–22
	23–50
	51–100
	101–450
	451+

Our challenges

Our revised strategy anticipates a rapidly changing external environment. Key assumptions include the following.

- Globalisation will produce increasing opportunities and challenges.[1]
- Sustainability will be an increasingly significant consideration.[2]
- Closing the social gap will continue to be a Government priority promoting expanded and diversified HE participation.[3]
- The implications of a demographic downturn will become clear only towards the end of the planning period.
- Providers of HE will continue to diversify. Locally we will continue to work collaboratively through appropriate networks.
- Employer engagement will play a significant role in our planning,[4] while student demand will be the primary driver of curriculum development.
- Continuance in post-16 secondary education and the introduction of 14–19 vocational diplomas will become increasingly important factors.[5]
- Government will seek to meet education targets and skills needs through an increased focus on work-based learning.[6]
- Post-Bologna European HE will be increasingly competitive.
- Concentration of research funding will continue, and the 2008 RAE is likely to have a significant impact.
- Income from knowledge transfer will grow but remain comparatively modest.
- Public funding is unlikely to increase as a proportion of income.
- The outcome of the 2009 review of variable tuition fees[7] is uncertain, and the University will plan for eventualities including retention or lifting of the tuition fee cap.
- Legislative and regulatory responsibilities will continue to increase.
- Continuing to meet student expectations and the need to be customer-focused will become an increasingly significant factor in achieving success in the market.
- An increasingly IT-skilled society will impact most aspects of our work.

[1] *Internationalising Higher Education: A Financial or Moral Imperative,* CIHE (2007).
[2] *Stern Review on the Economics of Climate Change*, HM Treasury (2006).
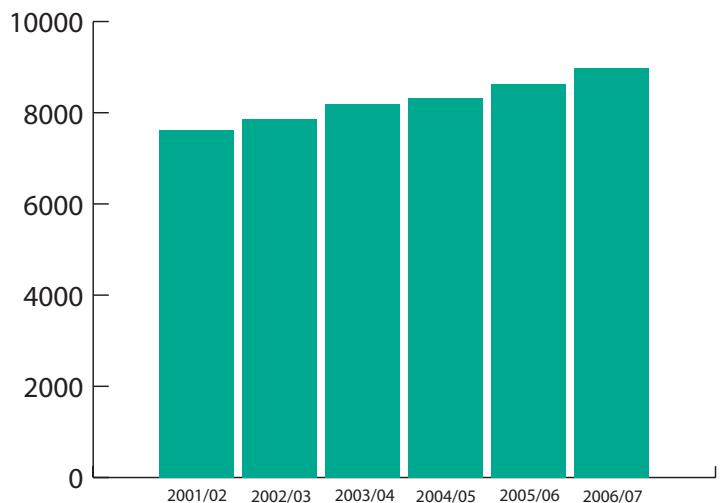[3] HEFCE Strategic Plan, 2006–11.
[4] *Lambert Review of Business–University Collaboration*, HM Treasury (2003).
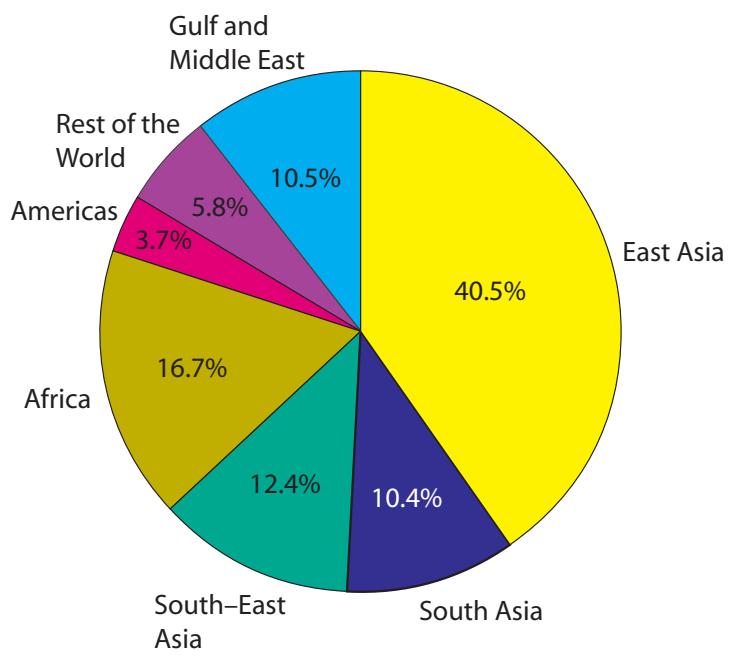[5] *Raising Expectations*, DfES (2007).
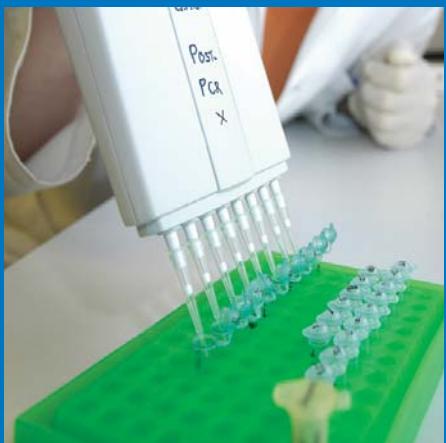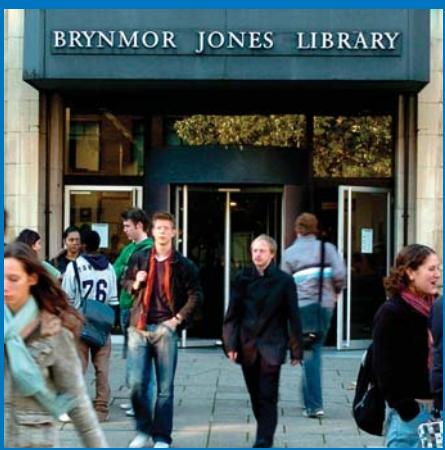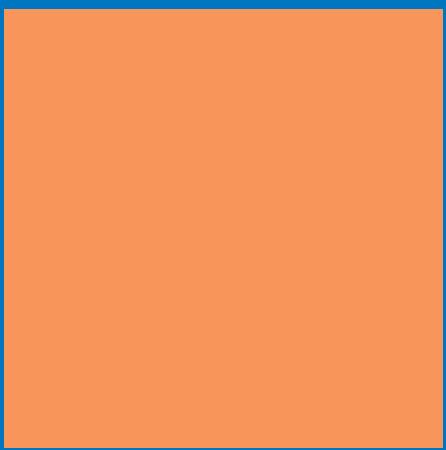[6] *Leitch Review of Skills*, HM Treasury (2006).
[7] Office for Fair Access.

Growth in full-time UK/EU undergraduate numbers

Origin of international students Year 2006/07

3.1 To provide an outstanding experience for our students

The most comprehensive measure of student experience is the National Student Survey (NSS). In the first two years of the NSS the University has performed to an excellent standard, ranking fourth among English full-time providers. Identified by the *Times Higher Education Supplement* as one of the 'Access Elite', the University has maintained research-informed curricula while excelling at widening participation and delivering a high-quality student experience. Our task during the next planning period will be to build on this reputation, providing, in a spirit of partnership, an outstanding opportunity for our students to continue to fulfil their potential and become independent lifelong learners.

We will achieve our aim by
- giving renewed priority to the student experience
- ensuring that learning and teaching activities are conducted in a research-rich environment
- delivering programmes which
  - stimulate innovation and imagination
  - equip students for a knowledge economy
  - are relevant to the needs of employers and society
  - meet market demand
- ensuring that our learning environments reflect the changing requirements and expectations of a diverse student body
- applying appropriate and innovative learning technologies
- providing high-quality support for our students
- operating quality processes which enhance the student learning experience
- delivering an annual Learning and Teaching Day to celebrate achievements and to share good practice
- systematically evaluating modules and programmes
- continuing to encourage student participation in decision-making processes
- working closely with the students' union

We will measure our success by
- maintaining a position in the top 10 of the National Student Survey
- increasing market share of applications for academic programmes
- achieving further National Teaching Fellowships, or equivalent awards

3.2 To develop sustainable and distinctive academic provision

Academic reputation is fundamental to institutional success. The University has derived considerable benefit from viewing its academic footprint in terms of five core themes, namely

- Culture and Society
- Health
- Business
- Environment
- Education

We will continue to use these themes to maintain and strengthen the coherence of our academic provision. However, to highlight successes, we intend to invest further in some distinctive academic strengths. While we will remain receptive to ideas from across the University, the following five key activities will be part of a drive to establish greater institutional distinctiveness:

- Creative and Performing Arts (building on current strengths on both campuses and providing cultural centres for regional communities)
- WISE (slavery, social justice, diasporas, restorative justice, criminology)
- Logistics Institute (business and engineering)
- Environmental Sustainability (science and the social sciences)
- Imaging (medicine, psychology, nursing, computer science)

Investment decisions will be determined by factors including the

- breadth of engagement of staff and students
- track record of high-quality research engagement and significant opportunity for further development
- impact on student recruitment
- marketability and impact on institutional reputation
- significance for the region
- opportunities to attract additional funding streams
- potential risks

Important as it is to attain a more distinctive profile, strong traditional areas and activities underpinning the core strengths of the institution will continue to be valued.

We will achieve our aim by
- continually monitoring the activities of key areas to ensure that they are meeting international standards of excellence
- actively promoting distinctive academic activities
- being open to innovative ideas from all areas
- improving the coherence of our academic offer

We will measure our success by
- achieving student number targets
- improving our national and international media profile
- increasing external funding for distinctive activities

3.3 To expand and promote research excellence

Commitment to research and scholarship remains fundamental to our institution. We will continue to develop and support an active and vigorous research community in a range of academic disciplines and foster interdisciplinary collaborations.

We will achieve our aim by

- selective submission in RAE 2008 to maximise grade profile
- targeted investment in areas of research excellence to ensure that we have the quality of both staff and infrastructure to be successful
- continued promotion of interdisciplinary research through selective investment in staff and facilities
- promoting translational research (see 3.5) to meet the needs of business and society
- rigour in academic appointments, ensuring that new staff build on or complement existing research strengths, or otherwise meet the strategic needs of the University
- encouraging and enabling current staff to realise their full research potential, with the expectation that all academic staff will be engaged in scholarship to inform and enhance learning and teaching
- ensuring that planned growth in postgraduate research students aligns with undergraduate and continuing professional development strategies
- translating excellence in research and scholarship into learning opportunities for students
- developing new research alliances with UK and overseas universities, as well as partnerships with developing countries

We will measure our success by

- aiming to be ranked within the upper quartile of institutions, in the short term at least maintaining our national position in RAE 2008
- growing income from research grants and contracts by 30% through broadening the application base and improved target setting
- developing a larger, more diverse community of postgraduate research students
- increasing high-quality national and overseas research collaborations
- the academic staff profile, representation on key national and international scholarly/professional bodies, awards and other recognition

3.4 To embed international perspectives across the institution

The University operates within a global context; our students come from many different countries and, when they graduate, need skills and understanding to operate effectively within this global setting. We will further develop the international perspective across the range of our academic, cultural and social activities. We value diversity and will seek to build on our experience.

We will achieve our aim by

- increasing international student recruitment to both campuses
- extending the range of markets from which we recruit while maintaining and developing our presence where we have an established reputation
- increasing, where financially viable, the range of programmes and delivery modes through a mix of distance-taught, blended-learning and split-site training
- entering into strategic alliances with educational providers overseas
- developing a trans-national approach to education
- engaging in consultancy and participating in bilateral and multilateral research partnerships
- incorporating global perspectives into the curriculum
- ensuring that students from diverse backgrounds have the opportunity to learn from each other both within and outside their academic programmes
- providing opportunities for UK-based students to study abroad, including components of their academic programmes, via partnership alliances
- continuing to recruit staff globally
- providing linguistic, cultural and pastoral support and services to ensure that international students gain the maximum benefit from their time with us
- increasing engagement in Europe, including opportunities arising from the Bologna process and through partnership working, such as the Utrecht network

We will measure our success by

- growing the international student population (see 3.7 target)
- diversifying student recruitment markets
- increasing the numbers of students participating in trans-national learning
- improving returns on investment in international activity
- maintaining positive feedback from international students

3.5 To lead knowledge transfer and contribute to the social and economic redevelopment of our locality

We aim to be a national leader in working with business and our surrounding communities through exemplary knowledge exchange and technology transfer. As the only university based in the Humber sub-region and the coastal strip of North Yorkshire, we have a pivotal role in the social and economic development of a locality which includes both sparsely populated rural areas and socially diverse urban communities. We will build on current success to enhance our contributions to society.

We will achieve our aim by
- promoting translational research and innovation in line with the key themes of regional development – Biomedical Healthcare and Related Technologies; Renewable Energies and Environmental Technologies; Advanced Manufacturing; Ports and Logistics; and Creative and Cultural Industries
- ensuring that the intellectual capital exploitation policy is used proactively to support transfer of knowledge and technology
- becoming the favoured provider of knowledge-based business solutions
- using regional assets and opportunities to demonstrate to the global community how universities can contribute to the enrichment of society
- working in partnership with regional organisations through the World Trade Center to attract inward investment
- attracting fresh talent to the region through recruitment of high-quality staff and students
- providing the opportunity to develop entrepreneurial skills through taught modules
- ensuring that the University's recognition and reward systems value contributions to knowledge transfer

We will measure our success by
- improving performance in the Higher Education – Business and Community Interaction Survey from £13 million in 2004/05 to £16 million by 2010
- ensuring that the Business and Community Knowledge Exchange achieves sustainability through external funding by 2010
- supporting the Community and Economic Development Centre in Scarborough to reach sustainability by 2008
- completing the development of the externally funded Logistics Institute and moving towards sustainability by 2010
- delivering an externally funded Enterprise and Innovation Centre at the heart of the University campus to support increasing graduate start-ups and facilitate the exchange of knowledge and technology

3.6 To enhance cultural and intellectual community life

We will continue to play an active role in the civic, cultural and intellectual life of the locality. This is a particularly important role given the geographical factors referred to above (*see 3.5*).
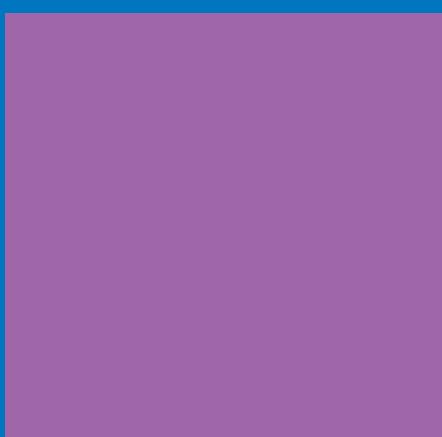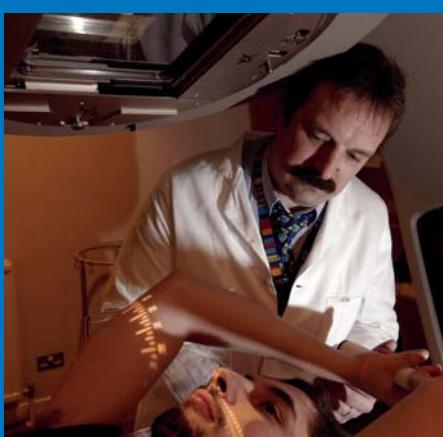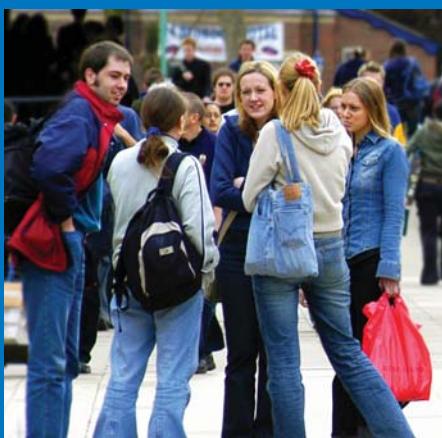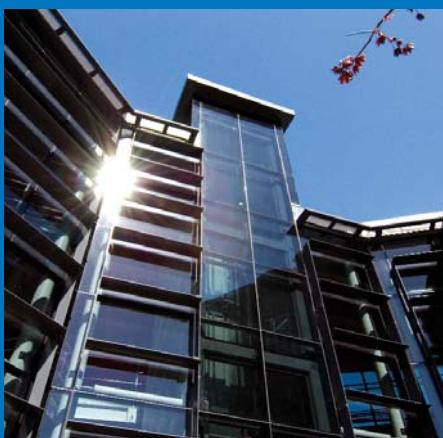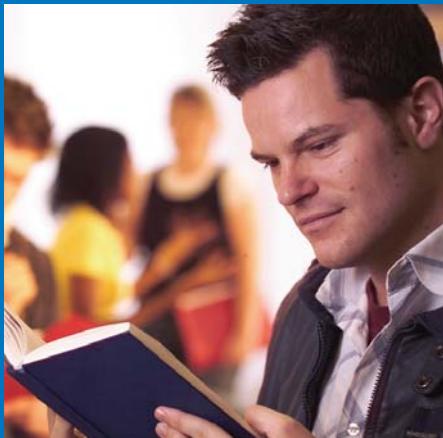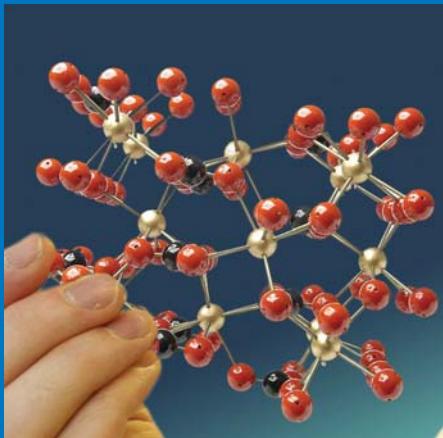
The broad-based and research-informed nature of our academic provision will continue to be reflected in a commitment to public lectures, musical performances, drama presentations, research seminars, open days and sporting events. We will continue to provide public access to the library collections, art gallery and sports facilities. The active participation of our student body in the community, including through volunteering, will be encouraged.

We will achieve our aim by
- developing an extensive, diverse programme of public lectures, drama and music performances
- working closely with local authorities to support initiatives aimed at enhancing the intellectual and cultural life of the localities in which we are based
- seeking to establish the Hull and Scarborough campuses as prestige venues for the arts
- continuing to appoint high-profile visiting academic staff
- enhancing cultural and recreational provision for our communities
- taking advantage of opportunities provided by significant regional or national initiatives or events, including the 2012 Olympics

We will measure our success by
- increasing community attendance at events and use of services and facilities on our campuses
- establishing high-quality performance facilities at both campuses, with extensive community use by 2011
- participating in, and hosting, regional and national sporting and cultural events

3.7 To enlarge our student population

Our strategy is to achieve sustained growth of academic activity and participants over the plan period. With ample physical capacity at the Hull Campus, the University must fully utilise those assets. There is significant opportunity to build on our successes, close the social gap in HE participation, enhance flexible learning and compete successfully.

Our strategy will require partnership working within the education sector, as well as engagement with employers and their representatives and with those involved in public affairs. Higher education is a significant driver of economic and social regeneration, and our success is likely to have a positive impact on the localities in which we are based.

We will achieve our aim by
- refreshing our academic portfolio, at all levels, to meet student and employer demand
- responding to identified skills needs, particularly among the employed
- enhancing learning opportunities, including, as cost-effective, work-based learning, continuing professional development, blended learning and part-time provision
- the success of the Lifelong Learning Network (YHELLN) and other local partnerships in developing additional progression routes
- continuing outreach activity to widen participation
- continuing to address retention rates by disseminating best practice across the institution
- expanding our postgraduate provision

> **We will measure our success by**
> growing the student population, against the 2006/07 baseline, by at least
>
> - 5%, the UK/EU HEFCE-funded population
> - 15%, the international population

3.8 To ensure sustainable development

Universities operate in a competitive global environment which is undergoing unprecedented change. Climate change induced by human action is now widely accepted, as is the depletion of a range of key natural resources. These concerns are addressed in a range of Government and HEFCE initiatives. Two fundamental and complementary objectives will be met by ensuring that this university is both environmentally and financially sustainable.

This will involve improving the environmental efficiency of our estate, reducing the environmental impact of our activities, raising awareness of sustainability issues, protecting our current business and seeking out new areas of sustainable activity.

We will achieve our aim by
- respecting in all aspects of our work the need to consider and minimise environmental impacts
- providing a high-quality, environmentally efficient estate and supporting infrastructure
- providing for adequate long-term maintenance to improve energy efficiency
- sharing services, as appropriate, with others in the sector
- providing attractive residences which are environmentally efficient and financially independent and sustainable
- encouraging research in, and the development of teaching materials devoted to, sustainability issues
- applying full economic costing and whole-life costing to improve understanding of financial and environmental sustainability

> **We will measure our success by**
> - using the sustainable development criteria outlined by HEFCE:
>   - the emphasis on sustainability issues in our curricula
>   - the generation and transfer of knowledge of environmental issues, resulting in research grants, publications, and engagement with external partners
>   - our level of engagement with a range of relevant local and international research, teaching and policy networks
>   - reducing the carbon footprint of our estate and energy and water consumption
> - achieving targets of investing around £2 million per annum in long-term maintenance
> - achieving an annual surplus of 3% of turnover to invest in capital projects, with a particular emphasis on reducing environmental impact

4.1 Committed, flexible and skilled people

The University will continue the process of modernising human resources (HR) and employment relations practices in the context of its HR Strategy (2006–09). We will build on our growing reputation as an employer of choice, both as an objective in its own right and as a means of recruiting, retaining, motivating and developing the highest-quality staff. We will continue to prioritise and support systematic staff development for employees at all levels in order to maximise their effectiveness and contribution and promote personal development.

In our reward strategy, we will seek to establish – against the background of the new pay and grading framework – how best to utilise promotional opportunities, career pathways and flexible discretionary pay and non-pay benefits as a means of motivating and retaining valued staff and rewarding excellence or exceptional contribution.

Aims will be enabled by
- instigating a rolling evaluation and review of staff recruitment practices and long-term professional and career development
- building on the new pay framework to create more systematic linkages between contribution and discretionary reward and further non-pay benefits
- increasing investment in staff development; building skills and competencies
- ensuring that staff have the opportunity to realise their potential through continuing professional development
- where feasible, making available and promoting flexible working arrangements for staff and further development of 'family-friendly' policies
- maintaining support for universal access to final-salary pension arrangements as an important, high-value differentiator from other employers locally
- continuing commitment to the principles of equal opportunity and diversity

We will measure our success by
- achieving a clear linkage between reward and meaningful performance or contribution indicators
- becoming an employer of choice, filling first time 90% of academic, professional and managerial posts
- maintaining staff turnover between 4% and 8% per annum
- reducing staff sickness absence rates
- demonstrating non-discriminatory pay practices via equal-pay audit
- continuing ability to attract large fields of candidates for manual, technical and clerical positions from within the local community
- achieving high staff satisfaction levels, evidenced by biennial staff surveys

4.2 Continued investment in ICT and related infrastructure

Our information and communications technology (ICT) services support virtually every aspect of the working life of the University and in particular the provision of a rich learning environment which is central to the student experience. These same resources are also vital for research and scholarship.

Aims will be enabled by
- implementing new virtual learning and virtual research environments which will act as catalysts for the expansion and deepening of both e-learning and e-research
- increasing the range of ICT services to be delivered through the web, notably those relating to the provision of self-service facilities to students
- introducing new services, including much-improved email facilities, collaborative working tools, customer relationship management, and support for wireless and mobile computing
- enhancing remote access to computational or collaborative grid infrastructure
- aligning the development of print collections more closely with student need
- improving the libraries on both campuses as learning spaces
- renewing or otherwise enhancing our administrative computing systems

We will measure our success by
- evidencing student and staff satisfaction in the NSS and staff survey results
- increasing delivery of online services to students

4.3 Developing the estate

The University estate provides a functional, attractive environment for our teaching, research, reach-out, recreational and residential activities. It has a positive impact on recruitment and retention. The estate needs to be financially and environmentally sustainable, which means identifying, and investing, sufficient funds for capital works.

Aims will be enabled by
- making significant investment in capital works over the next five years
- adequately funding a five-year programme of planned maintenance
- maintaining a high-quality learning and teaching environment, upgrading, as appropriate, lecture theatres and other facilities
- providing accommodation appropriate to support a strong student experience
- providing facilities to sustain internationally competitive research activities
- planning and installing infrastructure which takes due note of energy conservation and sustainable design
- adopting good practice with respect to energy management and the University's environmental impacts, including aspects of waste management
- encouraging environmental initiatives
- providing residences which meet the expectations of students and are financially self-sustaining
- developing a coherent master plan for the estate

We will measure our success by
- improving student satisfaction with University residential accommodation
- providing state-of-the-art research facilities for areas highly rated in the 2008 RAE
- completing improvement and adaptation to, and integration of, Hull West Campus buildings
- addressing backlog maintenance issues, spending £2 million per year
- addressing the particular needs of staff and students on the Scarborough Campus
- improving space utilisation on the Hull Campus

4.4 Prioritising customer focus

Expectations of academic provision, services and facilities are rising rapidly. The University must compete in this environment by meeting the expectations of our customers. We use a broad definition of 'customers' which includes students, funding bodies, public administration agencies, sponsors, employers and supporters. Internally, staff and departments might be regarded as customers of service areas.

We intend to adopt, and adapt, best practice from UK and overseas environments. Our intention increasingly to internationalise the institution will assist with this objective.

The characteristics of a customer-focused approach include

- awareness – anticipating, identifying and delivering to market demand
- timeliness – efficiently meeting customer needs
- responsiveness – adopting and adapting flexible approaches to meet diverse requirements, and ensuring that feedback influences decisions and behaviours
- consistency – all staff committed to delivering the highest-quality experience for all of our customers
- customised – seeking to adopt personalised and 'one-stop' approaches to services and procedures

A balance between affordability and desirability will be maintained throughout.

Aims will be enabled by
- adopting strategies which ensure that 'students come first'
- utilising the advice and scrutiny of professional bodies or other validating organisations to enhance our learning and services
- enhancing our staff development so that a customer-orientated approach pervades all areas
- improving our understanding of market requirements and our delivery of academic provision and services
- developing ICT systems with customers at the forefront (*see 4.2*)

We will measure our success by
- achieving high levels of student and staff satisfaction, evidenced by feedback mechanisms
- setting and meeting service level targets
- increasing use of customer relationship mechanisms

4.5 Partnership working

Mutually beneficial partnerships are important in virtually every aspect of our activity. They allow us to provide increased opportunities for learners, enhance our research and deliver services across a wide geographical locality. Membership of key representative groupings can enable our voice to be heard, strengthen our reputation and provide competitive advantage.

Aims will be enabled by
- strengthening and formalising our links with schools, particularly within our locality, by offering a range of benefits to support students' learning
- continuing to support YHELLN and to work with our partner FE colleges as part of a federation
- seeking to establish further University Centres, using the successful model already developed
- working closely with Yorkshire Forward to complete approved projects and to secure support for the key aims of our Strategic Plan
- engaging extensively in partnership with employers and representative bodies, including the NHS, Sector Skills Councils, the Humber Economic Partnership and Yorkshire Universities
- strengthening our alliances with local authorities across our locality
- continuing to collaborate with international partner universities in key markets, including Xiamen University
- maintaining a close working relationship with the University of York in particular through our partnership in the Hull York Medical School
- investigating the potential for leading the establishment of a small group of universities which are successful in learning and teaching underpinned by strong research

We will measure our success by
- operating the Federation of Colleges effectively
- delivering the YHELLN targets
- meeting Yorkshire Forward targets for specific projects
- establishing another University Centre
- increasing the number, and the quality, of international partnerships

4.6 Supportive alumni and friends

The University has the opportunity to harness the skills, expertise and financial support of alumni and friends to help us achieve our future goals. Remarkable levels of loyalty within the student population during their period of study continue long after graduation. A network of more than 50,000 active alumni around the world provides a foundation for continued development activity. This Strategic Plan will be shared with alumni and friends to demonstrate our continued commitment to high-quality education and to help foster new relationships.

Aims will be enabled by
- establishing new alumni networks in key markets such as China, the Middle East and West Africa, all linked to our aim to internationalise the University
- further developing events organisation in the UK, with a thematic, focused approach to meet the expectations of alumni and friends
- integrating our approach to all University events, ensuring that alumni and friends are considered fully as a vital part of our community
- implementing, with help from alumni and friends, major programmes of investment: WISE; Environment; Maritime History; Business and Logistics; Health; Culture and the Arts; and Sport
- generating funding for student scholarships and fellowships which help to attract and retain the most able students whatever their financial circumstances
- supporting the development of new research infrastructure to allow staff the opportunity to compete with their peer groups worldwide

We will measure our success by
- growing the Annual Fund by 2010 to £100,000 per year to support student hardship and pastoral care
- growing the overall income to £2 million per year by 2012 from a combination of foundations and alumni and friends

4.7 **Effective marketing, communications and public relations**

The University will have delivered this Strategic Plan only if it proves able to market itself effectively. We need to communicate our strengths and successes externally, including the richness and diversity of the student experience, our pursuit of research excellence, mutually beneficial interactions with business and the wide range of events available to the public. Internally, we need to ensure that staff and students are well informed, that they understand our aims and that feedback mechanisms are effective.

Aims will be enabled by
- ensuring a coherent and consistent approach across all media
- enhancing our engagement with key audiences, both internally and externally
- delivering University events which maximise our profile

We will measure our success by
- increasing awareness of the University as demonstrated by key stakeholders
- increasing media coverage of the University against key competitor benchmarks
- increasing satisfaction with internal communications as gauged by the staff survey

Section 5   Development, monitoring and review

This plan has been developed through review of earlier planning documents, Senior Management Team and Council away days and engagement with the Academic Affairs Management Group (deans and equivalent), followed by a consultation phase involving

- publication of a draft plan on the portal
- briefing sessions at both campuses
- facilitated focus groups
- surgeries with Senior Management Team members
- dissemination for comment to faculties, schools, service units, internal committees, liaison bodies and external partners
- trade unions
- Hull University Union

The plan was formally considered and approved by the University Senate and Council.

Supporting strategies and activities
The Strategic Plan is supported by the following principal strategies and their implementation plans:

- Learning, Teaching and Assessment Strategy
- Widening Participation Strategy
- Research Strategy
- Human Resources Strategy
- General Information Strategy
- Estate Strategy
- Financial Strategy
- Marketing Strategy
- Health and Safety Policies

Annual planning specifies more precisely the challenges, targets, expectations and risks involved for academic and service areas of the institution.

It will be the responsibility of the Senior Management Team to deliver the aims of this strategy through specific implementation plans.

The University Council intends to use key performance indicators to monitor and measure institutional performance.

The Senior Management Team will monitor delivery of the plan and report annually to Senate and Council.

Abbreviations

FE	further education
HUBS	Hull University Business School
HE	higher education
HEFCE	Higher Education Funding Council for England
HYMS	Hull York Medical School
NHS	National Health Service
NSS	National Student Survey
RAE	Research Assessment Exercise
WISE	Wilberforce Institute for the study of Slavery and Emancipation
YHELLN	Yorkshire and Humber East Lifelong Learning Network

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

- The flaming torch is a symbol of education and learning, and can also be interpreted as representing a pioneering spirit

- The rose has been associated with Yorkshire since the Wars of the Roses

- The ducal coronet is taken from the former coat of arms of the City of Hull, referring to the Royal Charter granted by King Edward I in 1299

- The fleur-de-lys represents Lincolnshire (specifically symbolising the Blessed Virgin Mary, from a period when Lincoln was primarily a Catholic city)

- 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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