

ROADMAP FOR SCHOOL OF SCIENCE, TECHNOLOGY AND HEALTH

ALIGNMENT WITH THE UNIVERSITY FOR SOCIAL IMPACT STRATEGY AND STRATEGIC FRAMEWORKS

STRATEGIC AIMS

- Celebrate our locations in York and London whilst being global in outlook.
- ✓ Enrich our research and the experience of students, staff and communities through transformational partnerships.
- ✓ Be a truly inclusive and equitable organisation.
- ✓ Collaborate with confident, authentic, resilient, enterprising and professional students and staff.
- ✓ Offer a future-focused, high-quality academic portfolio with distinctive learning and teaching.
- ✓ Provide all students with a personalised learning journey underpinned with technology.
- ✓ Produce conscientious graduates who fulfil future skills requirements both domestically and internationally.
- ✓ Be a sector leader in environmental sustainability with a whole-university approach.
- ✓ Innovate through impactful research and knowledge exchange.
- Demonstrate local, national and international social impact.

INDICATORS OF SUCCESS

- ✓ Score consistently in the top quartile of student satisfaction measures.
- ✓ Double the scale of our research and innovation.
- ✓ Demonstrate students and staff from all cultures and backgrounds feel valued within the YSJ community.
- Evidence increased societal and economic impact.
- ✓ Demonstrate an increase in educational equality and opportunities.
- ✓ Score consistently above national benchmarks for quality.
- ✓ Maintain a resilient financial position.
- ✓ Reduce our environmental footprint.
- ✓ Empower more students to secure meaningful employment or progress onto further study.
- Maintain successful partnerships domestically and internationally.

LEARNING, TEACHING AND STUDENT EXPERIENCE FRAMEWORK

- ✓ Embed the YSJ Pedagogy to ensure our high-quality personalised student learning experience continues to evolve.
- ✓ Commit to a curriculum that meets the fundamental values and practices of York St John.
- ✓ Enhance the student journey through transformational partnerships with our students and communities.
- ✓ Explore diverse modes of meaningful student engagement and agency.
- ✓ Empower our staff and students to use technologies and resources for learning confidently and consistently.
- ✓ Provide students of all backgrounds and at all levels with an outstanding experience to achieve positive outcomes.
- ✓ Equip our students with skills and experiences that will enable them to have an impact on the communities in which they live and work.

RESEARCH AND INNOVATION FRAMEWORK

- ✓ Be a place in which all members of the University community have appropriate opportunity to think about, explore or undertake research and innovation.
- ✓ Develop and sustain an inclusive and collaborative research and innovation culture that supports and empowers our community to succeed.
- ✓ Have an international reputation for high-quality, socially engaged and impactful research and innovation.
- ✓ Develop a highly supportive and enabling environment to grow our innovation, knowledge exchange and skills development.
- ✓ Grow and diversify our PGR community and celebrate and support PGRs in their journey to becoming future leaders.
- ✓ Deliver excellence in research and innovation through collaboration and partnerships.
- ✓ Embed equality, diversity and inclusion across all aspects of research and innovation.
- ✓ Deliver economic, social, and cultural benefits from research and innovation for our communities and partners.
- ✓ Embed environmental sustainability across all aspects of research and innovation.

EQUALITY, DIVERSITY AND INCLUSION FRAMEWORK

- ✓ Use social models of inclusion to ensure EDI by design so that EDI is demonstrated and embedded in all that we do.
- ✓ Prioritise activity that cultivates a sense of belonging and collective commitment across all members of the University community.
- ✓ Create a diverse and inclusive workplace that values, sustains and leverages the perspectives and experiences of all our employees.
- Take a coordinated, prioritised and intersectional approach to our EDI work to maximise the impact of the outcomes we deliver.
- ✓ Promote and cultivate a culture of compassion across our communications, policies and processes.
- ✓ Promote the impact of our EDI-focussed research and will grow that research to deliver enhanced social value.
- ✓ Demonstrate leadership with learning, teaching and assessment activity that delivers inclusive education for all.

FINANCIAL SUSTAINABILITY FRAMEWORK

- ✓ Grow our core market (Home UG and International PGT) through innovation in high-quality teaching, exploring diverse modes of meaningful student engagement and ensuring a student-centric timetable.
- ✓ Reduce our reliance on fees from Home UG and International PGT students (our core market).
- ✓ Be pragmatic and transparent in operating an efficient academic portfolio.
- Embed a culture of financial challenge and continuous improvement aligned with our strategic aims
- All our people will be aware of the University's financial position, the sector context and the role they play in helping the University to be financially sustainable.
- Improve our financial insights to drive robust decision making
- Make investment available on a strategic and business case-led basis, consistent with our terms of registration with the Office for Students (Financial Viability and Financial Sustainability).
- Broaden our set of financial KPIs to be consistent with our strategy and remain financially viable and financially sustainable.

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ROADMAP PRINCIPLES

York St John's School roadmaps will be led with the following principles:

- Prioritising the experience of our learning community.
- Supporting each other by sharing best practice.
- We are one University with two campuses.
- Championing sustainability.
- Remaining future focused.
- Being agile in our thinking and working collaboratively.
- Ensuring high quality and standards.

FRAMEWORK AIMS AND OBJECTIVES

1. We will meet the aims and objectives set out in the Learning, Teaching and Student Experience Framework.

By:

- 1.1 Embedding YSJ pedagogy and fundamental YSJ values into all curriculum development and enhancements to enable opportunity of achievement for all.
- 1.2 Supporting staff to develop and excel in pedagogic practices through an inclusive community of practice.
- 1.3 Focusing on relationships with students, external partners, professional bodies and service users and carers to ensure the student journey provides skills and experiences that enable graduates to impact the communities in which they live and work.
- 1.4 Providing students and staff with training to utilise cutting edge technology in their teaching, learning, research and practice.
- 1.5 Diversifying opportunities for inter-disciplinary student engagement and simulated practice.
- 1.6 Building and embedding a network of carers and service users.

Measures of success

- 1.a Improved scores in the National Student Survey (NSS); Postgraduate Taught Experience Survey (PTES); Postgraduate Research Experience Survey (PTRS); and YES survey outcomes.
- 1.b Improved B3 Graduate Outcomes, Continuation and Completion scores relative to sector average
- 1.c Achieve all appropriate PSRB Accreditations.
- 1.d Increased number and depth of partnerships with employers.

2. We will meet the aims and objectives set out in the Research and Innovation Framework.

By:

- 2.1 Building a sustainable research and innovation mentor network within the School that empowers and supports students, staff and external partners in their professional development.
- 2.2 Growing our external reputation for high quality, impactful research regionally, nationally and globally through collaborative partnership activity.
- 2.3 Embedding and championing research opportunities for students and staff within the curriculum and portfolio.
- 2.4 Supporting and growing an inclusive professoriate to lead and support research activities, engage with external partners and inform staff development.
- 2.5 Promoting engagement with research through performance development review targets, support for UKCGE accreditation, postgraduate research events and close working with YSJ research institutions.

Measures of success:

- 2.a Increased number of research active staff.
- 2.b Increased research grant income.
- 2.c Increased number of PGR students.
- 2.d Increased PRES survey scores.
- 2.e Increased number of research and knowledge exchange partnerships.

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2.f Improved return for the REF and KEF.

3. We will meet the aims and objectives set out in the Equality, Diversity and Inclusion Framework.

By:

- 3.1 Embedding the Inclusive Education Framework and EDI throughout our portfolio, knowledge exchange and research practice.
- 3.2 Celebrating diversity through events and initiatives to support cultural competency and belonging.
- 3.3 Utilising the School EDI Lead to support staff in raising EDI-related issues.
- 3.4 Providing opportunities for staff training to create an EDI aware workforce.
- 3.5 Prioritising EDI considerations in recruitment and marketing for staff and students.

Measures of success:

- 3.a Improved scores in the National Student Survey (NSS); Postgraduate Taught Experience Survey (PTES); Postgraduate Research Experience Survey (PTRS); and YES survey outcomes.
- 3.b Increased diversity across all levels of the School workforce.
- 3.c Reduced EDI differentials in APP indicators.
- 3.d Increased diversity in student body.
- 3.e Reduced EDI-related pay gaps.
- 3.f Reduced EDI differentials in leadership positions and research and KE activity.

4. We will meet the aims and objectives set out in the Financial Sustainability Framework.

By:

- 4.1 Diversifying income through strategic decisions on portfolio, international engagement and external partnership activity (e.g. TNE, CPD).
- 4.2 Prioritising research and knowledge exchange activity that generates income.
- 4.3 Exploring opportunities for income generation through specialised spaces and skills (e.g. the health simulation suite).
- 4.4 Working in collaboration with Procurement colleagues to achieve best value contracts and reduce costs where possible.
- 4.5 Supporting student retention and recruitment.

Measures of success:

- 4.a Increased School-related income.
- 4.b Increased student numbers.
- 4.c Improved B3 Continuation and Completion scores relative to sector average.
- 4.d Achieve sustainable industry standards (e.g. LEAF).

5. We will continue to develop an environment where staff can thrive and are valued.

By:

- 5.1 Sustaining a supportive, wellbeing focused culture through provision of development opportunities, transparent feedback channels, peer-review and career check-ins.
- 5.2 Working in collaboration with HROD colleagues to inform and enable targeted in-house CPD provision with a ring-fenced School budget for external CPD.
- 5.3 Providing clear AWAMs to enable transparent workload management.
- 5.4 Embedding a transparent and collaborative culture with compassionate communication where colleagues are empowered to lead and 'act-up' into roles.
- 5.5 Developing opportunities to celebrate and reward successes.

Measures of success:

- 5.a Increased satisfaction in the staff survey.
- 5.b Increased CPD participation.
- 5.c Increased engagement with promotions round.
- 5.d Fewer sick days recorded due to wellbeing issues.

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6. We will foster transformational partnerships to generate, sustain and enrich engagement with partners, industry and alumni.

By:

- 6.1 Developing clear School roles and a clear School strategy for managing and generating engagement with partners and alumni.
- 6.2 Continuing to engage fully with relevant PSRBs to achieve industry standard accreditations.
- 6.3 Working collaboratively with external partners to understand their needs and offer tailored CPD opportunities, qualifications and projects to meet these.
- 6.4 Exploring innovative ways to engage with partners for the benefit of the University and students (e.g. student led clinics, knowledge exchange projects, apprenticeships).
- 6.5 Continuing to engage fully with regional initiatives to create uniform administration of partnership engagement in key discipline areas (e.g. ARC software system).

Measures of success:

- 6.a All appropriate PSRB accreditation across programmes.
- 6.b Growth in CPD related provision and income.
- 6.c Improved Graduate Outcomes relative to sector average.

7. We will embrace new technologies and improve the use and management of physical and digital spaces to enhance learning, collaboration, and sustainability.

By:

- 7.1 Working collaboratively with ITS and Estates colleagues to establish a sustainable strategy for physical and digital resources to support learning and research.
- 7.2 Working with industry and external partners to ensure emerging and contemporary industry-relevant skills and technologies are embedded into the curriculum.
- 7.3 Providing ongoing development and training opportunities for students and staff in the secure and ethical use of digital technologies.
- 7.4 Utilising digital spaces to create opportunities for inter-professional learning and collaboration for staff and students.
- 7.5 Exploring the use of emerging technologies to benefit the academic role in ethically and EDI aware ways.

Measures of success:

- 7.a Improved Graduate Outcomes relative to sector average.
- 7.b Increased satisfaction in the staff survey.

8. We will create systems to support interdisciplinary engagement and collaboration.

By:

- 8.1 Creating an Inter-professional learning strategy and action plan for student learning.
- 8.2 Utilising whole School meetings to create opportunities for inter disciplinary collaboration and engagement within the School.
- 8.3 Working collaboratively with YSJ research institutes and the Business Development Office to encourage inter-disciplinary research and knowledge exchange projects.
- 8.4 Supporting and hosting internal and external events that encourage inter-disciplinary collaboration.
- 8.5 Exploring inter-disciplinary portfolio developments.

Measures of success:

- 8.a Increased number of collaborative projects.
- 8.b Increased number of inter-disciplinary research and KE projects.

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- 8.c Improved scores in the National Student Survey (NSS); Postgraduate Taught Experience Survey (PTES); Postgraduate Research Experience Survey (PTRS); and YES survey outcomes.

9. We will enhance our external reputation within the sector, regionally, nationally and internationally.

By:

- 9.1 Continuing to work with external bodies and PSRBs to gain internationally and nationally recognised accreditations, charter marks and awards.
- 9.2 Promoting international collaborations through admissions, progression agreements and collaborative work.
- 9.3 Growing our visiting professoriate to increase activity in national and international research collaboration.
- 9.4 Developing a social media strategy for the School's discipline areas to celebrate successes and engage on global platforms.
- 9.5 Strategically growing our partnerships with FE, HE, industry colleagues and regional boards to create opportunity and raise our profile.

Measures of success:

- 9.a Increased external body recognition through accreditations and awards.
- 9.b Increased international student numbers and international research collaborations.
- 9.c Increased number of visiting professors and related activities (e.g research seminars, public lectures).
- 9.d Increased and co-ordinated presence across social media.
- 9.e Increased collaborative partnerships with external partners.
- 9.f Improved return for the REF and KEF.

10. We will be proactive, agile and flexible to support our future strategic direction to meet changing student, staff and other stakeholder needs.

By:

- 10.1 Regularly reviewing the School roadmap and portfolio plan in relation to relevant external policies and initiatives.
- 10.2 Creating opportunities for listening to stakeholder voices (e.g. students, staff, external partners) through engagement events.
- 10.3 Actively engaging staff in regional, national and international forums to be at the forefront of agenda setting and regulatory review.
- 10.4 Supporting new strategic directions with training, recruitment and CPD activity.
- 10.5 Establishing School roles to lead on external engagement.

Measures of success:

- 10.a Successful validations and revalidations creating a relevant portfolio leading to growing admissions numbers.
- 10.b Improved scores in the National Student Survey (NSS); Postgraduate Taught Experience Survey (PTES); Postgraduate Research Experience Survey (PTRS); and YES survey outcomes.
- 10.c Increased engagement with external partners and numbers of staff on relevant boards.
- 10.d Improved B3 Graduate Outcomes, Continuation and Completion scores relative to sector average.

KEY PRIORITIES

- Provide an exceptional student experience from pre- to post- engagement with the School.
- Create exceptional education that meets relevant PSRB and Industry standards to support graduate employability.
- Create and nurture strategic and operational partnerships with industry.
- Create and cultivate on-campus health and wellbeing clinics for learning and teaching, research and placement purposes.

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- Embed research, and knowledge exchange practice to deliver excellent REF and KEF submissions.
- Capitalise on the strength in diversity of professions represented within the School through a coherent strategy to promote inter-professional learning.
- Embed the use of AI into curriculum, teaching and research.
- Ensure a resilient financial position throughout all STH activities and developments.
- Cultivate global opportunities for students and staff.
- Create an inclusive and diverse academic community.
- Cultivate a positive and inclusive reputation for academic opportunity and excellence.

PATH TO 2030

Ongoing activity

- Developing new discipline provision in collaboration with external partners.
- Engaging with external partners to create placement opportunities and establish awareness of and opportunities for new provision.
- Reviewing and renewing School Portfolio Plan.
- Collaborating across directorates to ensure resourcing and maintenance of essential equipment and establish ongoing processes of review.
- Supporting research, REF and KEF activity through strategic QR distribution and support of research groups.
- Engaging with University processes such as mock OfS audit, YSJ pedagogy roll-out, mock REF activity, budget planning, Portfolio Risk Review, Marketing and recruitment events.
- Supporting student voice opportunities.

2024/25

- Preparing to launch MRes Science and Health (establishing supporting resources, placements, staff recruitment, module preparation).
- PSRB Accreditation of Diagnostic Radiography, Midwifery, Operating Department Practice and Speech and Language Therapy.
- Internal Validation of Diagnostic Radiography, Midwifery and Operating Department Practice.
- Development of MSc Cyber Security, MSc Sports Coaching Science, MRes Computing and MSc Biomedical Science.
- Review of PGT provision.
- Audit and review of Computing and Data Science to create action plans in readiness for possible OfS investigation.
- Set-up on-site MRI clinic for York and Scarborough NHS Trust.
- Collaboration with Procurement colleagues to review procured services (occupational health provision, vaccination processes, uniform purchasing).

2025/26

- Deliver new provision: MRes Science and Health; BSc (Hons) Diagnostic Radiography; BSc (Hons) Midwifery; MSc Operating Department Practice; MSc Speech and Language Therapy.
- Establish new placement engagement role.
- Validate MRes Computing; MSc Cyber Security; MSc Sports Coaching Science; MSc Biomedical Science.
- Explore level 7 non-medical prescribing; Foundation year in Health; BSc / MSc AI.
- Increase number and depth of partnerships with employers.
- Set up on-site age scanning midwifery clinic with York and Scarborough NHS Trust.
- Achieve sustainable industry standard (LEAF).

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- Build a sustainable research and innovation mentor network within the School.
- Embed YSJ Pedagogy.
- Build and embed a network of carers and service users.
- Promote engagement with research through PDR targets.
- Work in collaboration with HROD colleagues to inform and enable targeted in-house CPD provision with a ring-fenced School budget for external CPD.
- Provide clear AWAMs to enable transparent workload management.
- Create a sustainable strategy for physical and digital resources for STH.

2026-30

- Embed the Inclusive Education Framework.
- Celebrate diversity through events and initiatives led by School EDI lead.
- Develop opportunities to celebrate and reward successes.
- Create an IPL strategy and action plan for Health Subjects.
- Develop a social media strategy for the School's discipline areas to celebrate successes and engage on global platforms.
- Grow our visiting professoriate.
- Support new strategic directions with training, recruitment and CPD activity.
- Create opportunities for listening to stakeholder voices (e.g. students, staff, external partners) through engagement events and creation of industrial advisory boards.