



Yorkshire Universities
The regional voice for higher education



YORKSHIRE UNIVERSITIES ANNUAL REVIEW 2013-14



WELCOME TO YORKSHIRE UNIVERSITIES

The Board renewed its firm commitment to Yorkshire Universities (YU) and the partnership's aims and objectives remain as important as ever.

This year was the first of a new three-year plan (2013-16) and, as part of preparing the strategy, the Board defined the most important aspects of YU's work as:

- Discussion across different parts of the higher education (HE) sector
- The opportunity to explore sector issues with invited speakers
- The strong regional voice YU provides for HE
- The contribution collaborative work makes to economic and social well-being.

I convened a working group of three vice-chancellors to inform the preparation of the strategic plan.

YU's Executive Management Group (EMG) also contributed to the drafting. Priorities and targets will be set annually, to achieve the totality of the plan.

There are three themes:

- Developing and promoting HE in Yorkshire
- Engaging with the economy
- Specific projects.

This annual report is organised largely under these three headings. The Board agreed the plan at its meeting in July 2013 and I am happy to report a successful first year.

Early in the year we put in place arrangements to close our subsidiary company, Graduates Yorkshire, and to transfer its staff and contracts to a new company. We took this decision as our members are developing student employability (and employment subsequent to graduation) through different routes; closing its subsidiary will enable YU better to focus on its core activities.

This is the end of the second of my two years as Chair of the YU Board. I should like to thank my colleagues on the Board for their support and to welcome my successor, Professor Calie Pistorius, Vice-Chancellor of the University of Hull. I am confident that he will enjoy his time leading YU into the new challenges we face, many of which will best be approached in a spirit of collaboration.



Professor David Fleming
Chair, Yorkshire Universities



HIGHER EDUCATION IN YORKSHIRE

The role of YU is to promote Yorkshire higher education nationally and internationally topoliticians, students, businesses, and other stakeholders.

Through facilitating collaboration and dialogue within the region's HE sector, YU ensures that opportunities are identified and maximised.

Founded in 1987, YU is a charity and company limited by guarantee. The vice-chancellors and principals of Yorkshire's higher education institutions are the members of the company and form its board of directors.

YU represents twelve institutions in Yorkshire: the universities of Bradford, Huddersfield, Hull, Leeds, Leeds Metropolitan (now known as Leeds Beckett), Leeds Trinity, Sheffield, Sheffield Hallam, York and York St John; as well as Leeds College of Art, and Leeds College of Music.

Members of the various YU groups, and details of the core team, can be found later in this report.







YU includes every university in Yorkshire. This spans the complete range of higher education provision whether to students, businesses or other stakeholders such as the local communities in which our members are based. Every type of institution is represented - from large multi-faculty city centre universities to small and specialist arts colleges. External stakeholders value YU as the 'voice for higher education' in the region, providing easy access to the many products and services available within and across our members.

Engagement with our stakeholders helps us to advance higher education in Yorkshire. Work with stakeholders includes:

- Influencing policy development by representing members' views to government
- Gaining funding for new activity (especially collaborative projects such as the YU Technical Assistance project)
- Promoting HE to business and MPs (as with our participation in the All Party Parliamentary Yorkshire and Northern Lincolnshire Group)
- Helping students to get jobs, for example via placements and internships
- Stimulating the sharing of ideas and services, to help Yorkshire develop its position as an attractive place in which to study and work.

In carrying out these activities we work with our colleagues in related organisations, such as the White Rose Consortium, Universities UK, and HE access partnerships.

Three core YU groups are crucial to our work in promoting HE in Yorkshire:

- The Board
- The Executive Management Group
- The Knowledge Transfer (KT) Directors' Group.



The Board

YU convenes Yorkshire's higher education senior leadership to create an environment in which current and future issues can be explored.

YU's Board meets regularly throughout the year to explore opportunities for collaboration, discuss challenges to the sector and agree strategic priorities. YU keeps Board members in touch with their peers in Yorkshire, stimulating the exchange of ideas, plans and strategies, and creating a culture of mutual support.

Through a programme of invited speakers, Board members are alerted to emerging issues and developments affecting HE. Networking and special interest groups help members to develop new knowledge and valuable contacts drawn from politics and business as well as from HE.

During the year speakers at Board meetings and dinners have included:

- Mary Curnock Cook, Chief Executive, Universities and Colleges Admissions Service (UCAS)
- Professor Madeleine Atkins, CBE, Chief Executive, Higher Education Funding Council for England (HEFCE)
- Nick Hillman, Director, Higher Education Policy Institute.

The Executive Management Group

The Executive Management Group (EMG), comprising deputy and pro-vice chancellors, is an important link between YU and its member institutions. The EMG's role is to oversee the implementation of the strategy agreed by the Board and to work with stakeholders on common areas of interest which address regional and local priorities for Yorkshire. The EMG provides support and direction to the YU team and oversees standard business areas such as financial and risk management and the governance of the organisation.

During the year speakers at EMG meetings have included:

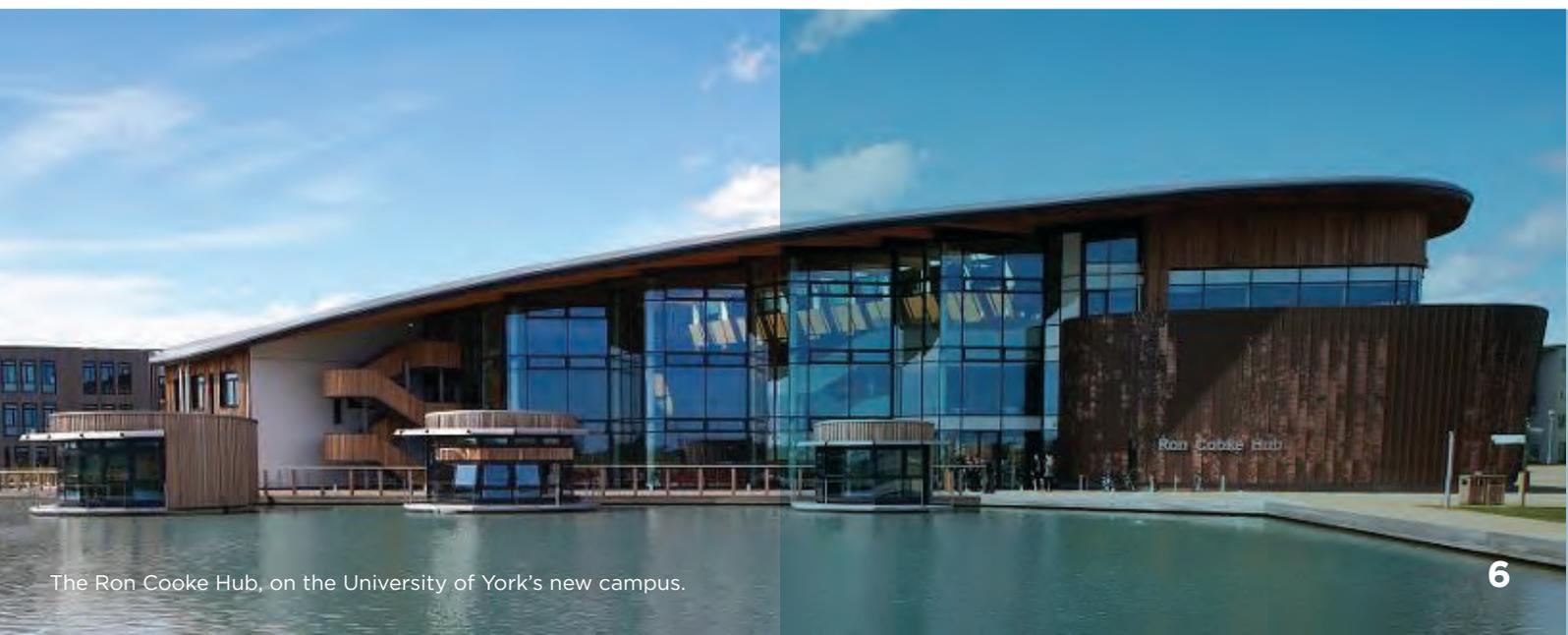
- Professor Barry Winn, Deputy Vice-Chancellor (Academic Development), University of Bradford
- Dr Mark Mortimer, Director Research and Enterprise, University of York
- Tina Egan, Regional Consultant, Higher Education Funding Council for England (HEFCE)
- Rhys Davies, Director of Information Technology, University of Leeds
- Kevin Richardson, European Structural and Investment Funds, HEFCE.

The Knowledge Transfer Directors' Group

After the Board, YU's longest-standing group is that of the knowledge transfer directors. This fulfils an important advisory role, identifying priority issues in universities' engagements with the economy. The group also identifies opportunities for funding for collaborative work and has played an important role this year in securing the contract for the YU Technical Assistance project (YUTA).

During the year speakers at Knowledge Transfer Directors' Group meetings have included:

- Dr Debbie Buckley-Golder, Head of Research Engagement, Technology Strategy Board
- Peter Seddon, Policy Advisor, Higher Education Funding Council for England (HEFCE)
- Tina Egan, Regional Consultant, HEFCE
- Derek McKenzie, Kite Innovation.



The Ron Cooke Hub, on the University of York's new campus.

Network groups

Collaboration between members enables them to work more effectively. YU runs network groups for colleagues. The number and nature of these groups depends on current challenges and opportunities.

The groups meet a number of purposes including:

- Influencing policy development
- Promoting Yorkshire's HE
- Building professional expertise
- Responding to consultations
- Developing collaborative projects
- Sharing good practice.

External speakers are invited to stimulate discussion.

Several of these purposes are exemplified in the work of the YU network covering York St John University and the three Leeds-based institutions: Leeds Trinity University, Leeds College of Art and Leeds College of Music. The group met initially in June 2013 to explore opportunities to extend their work with business and the economy. It was convened again in May 2014 and extended its agenda to other aspects of HE provision. Six sub-groups were set up to cover business engagement, research and postgraduate activity, employability, alumni, student engagement, and international activity. During 2014-15 an agenda for action in these areas will be drawn up.



Communications strategy

This first year of the new strategic plan focused on developing our website and other digital means of communication. Redevelopment of the website helped increase the number of 'hits' from 5,700 (2010-11) to nearly 17,000 in 2013-14 (the target was 15,000). During the period covered by this report 13,776 people used the website (80% of these were new users), viewing 45,942 pages. We published seven press releases on our website. We need to make better use of other facilities afforded by digital communications, including our existing social media presence and communications for our network groups (tailoring them to the needs of each group).

We also need to work further on the website itself, benchmarking our performance against that of similar organisations and developing our website to enable us better to meet our objectives.



Measures for Theme 1: Developing and Promoting HE in Yorkshire

For a membership organisation the main challenge (and our first measure) is to have a group of fully engaged members. Our target for the year was to retain our 12 members with full participation at meetings and in the work of YU.

The second measure of performance relates to external support and recognition - to continue to be seen as the authoritative voice of HE in Yorkshire and as a necessary and trusted partner to selected external stakeholders. As part of our communications strategy, we set performance targets for our website.

The third measure for theme 1 is two-fold: to gain sponsors for new activities and to attract (when needed) additional funding whether internal (additional earmarked funding from our members) or from external sources.

Our performance against these targets is set out below together with our proposed targets for 2014/15.

Measure	Performance in 2013-14	Target for 2014-15
Engaged members: retention of the current number and range of members.	Meeting notes show that the three main groups (Board, EMG and KT Directors) have been well attended by the appropriate institutional representatives, with good participation.	We will continue to analyse meeting participation and discuss outcomes with the relevant group chairs. Where necessary, we will follow up with individual institutions. For 2014-15 we will aim at attendance statistics at least matching the level shown in 2013-14.
External support/recognition (i): YU is seen as an authoritative voice of HE in Yorkshire and works with external stakeholders.	YU has worked with relevant stakeholders including government (e.g. Department for Business, Innovation and Skills), government agencies (e.g. UK Trade and Investment), local government (e.g. Local Government Yorkshire and Humber) and business, including the LEPs. We ran a major event on the bio-economy for the Yorkshire and North Lincolnshire All Party Parliamentary Group (APPG) in July 2014 at the University of York.	YU will continue proactively to identify those organisations with which we wish to work on behalf of our members (e.g. to influence policy; to attract funding). We will develop measures of the impact and effectiveness of these relationships.
External support/recognition (ii): YU website continues to grow in scope and use.	Website hits greatly exceeded our target; work on other areas of electronic communication is needed.	We will continue to improve website use and effectiveness (minimum 18000 'hits') and develop digital communications more broadly, attending to social media and Twitter feed.
Promoting HE (i): emergence of project sponsors.	Sponsors from the Board and EMG have led developments in higher level skills and the YU specialist network.	New projects and networks to be set up in areas such as postgraduate education, student engagement, and the YU specialist network.
Promoting HE (ii): proposals for external funding have a good success rate.	External funding was gained for the YUTA project (with matched funding from our members); funding was maintained for the HE-LEP activity; funding was gained from HEFCE for the good practice guide to EU funding.	YU will secure funding from European Structural and Investment Funds (ESIF) for collaborative projects; also external funding to support the specialist network.

Higher education is increasingly identified as a major contributor to economic growth. Its activity leads to:

- Income and job generation
- Research, innovation and knowledge exchange
- New businesses
- Graduates who add value to the businesses and organisations that employ them
- Graduates who stay in the region and help businesses to grow
- Enterprising students, graduates and post-graduates, including those who set up their own businesses.

For these reasons YU has focused on 'Engaging with the economy' as a major theme in its strategic plan, continuing the work of previous years. YU is using four vehicles to achieve successful collaboration in the interests of business growth:

- The 'HE-LEP' project (with the local enterprise partnerships (LEPs))
- The Yorkshire Innovation Fund (YIF)
- The YU Technical Assistance project (YUTA)
- The continued effectiveness of the KT Directors' Group.

In addition, the YU Liaison Group oversees commissioned projects (including YUTA) and generally advises on strategy and direction in relation to the 'Engaging with the economy' strand. Chaired by Professor Colin Mellors (Chair of the YU Executive Management Group), its membership is drawn from government (BIS), governmental agencies (HEFCE and the Technology Strategy Board), the LEPs, and partnership groups (including the White Rose university consortium).



The HE-LEP Project

2012-13 saw the first full year of the HE-LEP project – a collaboration between a sub-set of YU's members (from West and North Yorkshire) and the two LEPs (Leeds City Region and York, North Yorkshire and East Riding). The purpose is to strengthen links between HE, business, and the LEP infrastructure.

The project has identified new ways of strengthening knowledge exchange between universities and business and has also attracted national interest as an innovative model of partnership. It has helped YU members gain a greater understanding of national developments and has positioned HE as a means to develop business growth in Yorkshire. It has also provided a platform for YUTA.

The Yorkshire Innovation Fund

YU was instrumental (in 2011-12) in establishing the collaboration necessary to gain in excess of £8m ERDF funding to encourage companies to undertake innovation in partnership with universities.

The resulting Yorkshire Innovation Fund project is led by the University of Bradford. Case studies of the successful applications to the fund have been published, two of which are shown below:

Advaskin is a Leeds-based company that develops and commercialises healthcare products. It is working with the University of Bradford to evaluate the barrier properties of the company's scalp moisturising gel and assess its moisturising properties, to tailor it for different skin sites.

iMonSys is a telecare specialist based in Staithes. It is working with the University of Hull (which has particular expertise in assistive technologies for the elderly and infirm) to develop a multi-functional ear sensor which collects a range of measurements from patients (including blood pressure and temperature). Remote monitoring of the data makes this product particularly beneficial for the care of elderly patients.



The Yorkshire Universities Technical Assistance Project

With LEP support, YU put a proposal to the European Regional Development Fund to help universities engage in both the development and operation of the next European Union structural programme (2014-2020). The proposal was accepted and a contract signed in December 2013 (£181,500 funding).

The aims of the project are to:

- Improve collaboration between the LEPs in Leeds City Region; York, North Yorkshire and East Riding; and Humber, and Yorkshire's universities to ensure a shared approach to the development of the LEPs' strategic economic plans
- Identify and develop a pipeline of strategic collaborative projects for possible European investment
- Promote good practice on the use of innovation funding and European Structural and Investment.

Funding (ESIF) in the higher education sector

The Higher Education Funding Council for England (HEFCE) also provided funding (£78,000) to identify and promote good practice from Yorkshire (and beyond). A tangible outcome of the HEFCE funding will be the publication and dissemination of a good practice guide, encouraging HEIs to engage with the 2014-2020 ESIF Programme. The guide will include successful and innovative case studies, address concerns and potential barriers in the next programme and demonstrate how other funding sources can be combined strategically to deliver ESIF projects.



Measures for Theme 2: Engaging with the Economy

Measures are grouped under three headings:

- Partnering; both within YU and with external partners (notably the LEPs)
- Delivering; the impacts of effective partnership (ultimately, business growth)
- Benefiting; effective partnership and delivery leads to benefits for all concerned.

Our performance against these targets is set out below together with our proposed targets for 2014-15.

Measure	Performance in 2013-14	Target for 2014-15
Partnering (i): HE is recognised as a key strategic partner in economic development	YU was invited to join LEP groups, both strategic and operational. YU has fed into LEP development plans. YU has brokered partnerships in business sectors	YU continues to represent HE collaboration in key groups; YU facilitates bids in key economic sectors through partnership activity
Partnering (ii): YU partnership work is recognised	HE-LEP collaborative project was instrumental in attracting further funding (for YUTA)	Partnerships brokered by YU are successful in attracting further external funding
Partnering (iii): YU is seen as in the lead nationally in relation to European Structural funds	YU has spoken at national conferences; YU gained the contract to produce a good practice guide for EU funding	Publication and dissemination of the good practice guide
Partnering (iv): YU works with other partners to construct collaborative alliances	YUTA contract gained, involving LEPs and White Rose Consortium; support in the early stages of YUTA from White Rose and Higher York	Continuing work at strategic and operational levels from LEPs, White Rose, and other partners; continue to input to APPG meetings including exploration of the possibility of hosting a second YU APPG meeting on an area of shared interest within the HE sector; development of the Liaison Group
Delivering (i): joint projects with the LEPs	LEP support gained for YUTA	4-6 major projects are identified for potential EU funding
Delivering (ii): collaborative activity to enhance student employability and enterprise	Graduate entrepreneurship project run by University of Huddersfield	Enterprise and entrepreneurship strand forms part of a proposal for European funding
Delivering (iii): successful delivery of YIF	£2.7m allocated to projects; due to late start of project, the number of contracts funded is fewer than anticipated and the project is being re-profiled with the funder	Innovation support for growth (and especially in smaller companies) is part of a major project for potential European funding; this will incorporate learning from YIF
Delivering (iv): evidence is apparent of HEI economic impact within Yorkshire	Information on impact prepared for Leeds City Region LEP based on key sector strengths, using data from HEFCE and from specific projects such as YIF	Develop a fuller set of measures using existing data where possible; consider commissioning further work on economic impact
Benefiting (i): the YUTA project is funded to meet its objectives	Funding gained; quarterly project reports on outcomes	YUTA achieves its objectives
Benefiting (ii): HE benefits from the next EU programme	The good practice guide is designed to achieve this	At least 2 of the 4-6 major projects attract EU funding
Benefiting (iii): continued funding from members	Funding is committed from members and LEPs up to June 2015	Funding secured from June 2015 to the end of the period of the strategic plan

The intention is to add value to members' own activity within specific areas each year. During 2012-13 we evolved a model whereby projects were 'spun out' from YU's core activity. The most prominent is the HE-LEP project, where significant additional funding has been committed each year for a three year period.

Funding for projects can also be sought from outside sources, as with YUTA and the good practice guide, described earlier under 'Engaging with the economy'.

Projects emerge from members - who show their commitment by finding the resource to fund project development from their own budgets, outside bodies or from a combination of these sources, illustrating how collaboration can operate in what might seem a competitive market.

Postgraduates for International Business

During 2014, YU developed the Postgraduates for International Business (PGIB) project. PGIB is a pilot developed in partnership with UK Trade and Investment (UKTI) and backed by two of Yorkshire's LEPs (Leeds City Region and York, North Yorkshire and East Riding). The project supports Yorkshire-based businesses seeking to expand international export activities by using appropriately skilled undergraduate and postgraduate students across the region. It has been well supported by our members, with participation from the universities of York, York St John, Leeds, Leeds Beckett, Leeds Trinity, Hull, Bradford, Huddersfield, Sheffield and Sheffield Hallam.

The scheme is creating opportunities for students with language and cultural skills to work with companies in Yorkshire on international projects or areas of business need. Students are paid; they can work part-time to fit with their studies, or full-time during vacations; international students are also eligible to work for four months after their course has finished.

UKTI has used the model established in Yorkshire as the basis for a nationwide pilot scheme, launched at the University of Huddersfield in July 2014. Project referrals are being managed by UKTI trade advisors; to date, 12 businesses have been referred to the project. YU continues to provide support to UKTI on the HE context, including the development of a good practice guide for UKTI trade advisors. A steering group of participating members oversees delivery of the project.

The YU network

In May 2014 we established the network of specialist institutions (Leeds College of Art, Leeds College of Music, Leeds Trinity University together with the University of York St John) to explore how collaboration might help these institutions increase their impact individually and collectively. During 2014-15 we expect to set up a number of projects as a result of the meetings of the sub-groups of this network.

Additional projects are expected to emerge from the YU membership in the following areas:

- Piloting new approaches to postgraduate education
- Student enterprise (placements, internships, entrepreneurship, new student businesses)
- Student engagement
- Shared services.

Measures for Theme 3: projects

YU's strategic plan identifies the objective to initiate 'two or three successful projects per annum with funding provided and with the involvement of a senior institutional manager as a sponsor'. The senior manager's role is to act as a project 'champion', ambassador and influencer within YU's networks (and beyond).

Measure	Performance in 2013-14	Target for 2014-15
2 or 3 successful projects	YUTA established; student international business scheme started	Minimum 2 new projects identified and developed with project plans





Emily Wolton, Executive Director of Yorkshire Universities

Emily Wolton was appointed Executive Director of Yorkshire Universities in 2014 after working as Development Manager for the organisation for eight years.

As a public policy specialist with twelve years' experience of project development and management, Emily has worked with many stakeholders to deliver successful collaborations across a broad range of areas including research, knowledge exchange, graduate employability, widening participation and internationalisation.

Equality of access to education and learning have been a common strand throughout Emily's career and continue to inform her work.

Emily began her career teaching English as a foreign language to children and adults in northern Japan. After returning to the UK, she joined Leeds City Council as a project manager managing the work of a multi-agency skills development partnership piloting new approaches to tackle social and economic exclusion in Leeds. The partnership collaborated with eight partners in Europe exploring similar issues to inform both UK and European employment practice.

As head of Yorkshire Universities, Emily leads on policy analysis, advocacy and project development on behalf of the member institutions - all 12 higher education institutions in Yorkshire - and looks for new collaborations and partnerships to maximise the value and impact of higher education in Yorkshire.



Professor Roger Lewis, Associate

Roger Lewis started his career teaching in schools and went on to work in open and distance learning for the Open University. In 1992 he became BP Professor of Learning Development at what is now the University of Lincoln. Roger's third strand of activity - higher education management, funding and governance - began in 1998 when he was appointed Regional Consultant for Yorkshire for the Higher Education Funding Council for England (HEFCE); he subsequently extended his role to the North West and the North East regions. Roger retired from HEFCE in 2009 and subsequently took up the part-time role of Chief Executive Officer of Yorkshire Universities. He retired from this position at the end of December 2013 but continues to work with YU as an Associate.



Ian Rowe, HE-LEP Director

Ian has worked in higher education for the last twenty years largely working at the interface between universities and business.

For the last decade Ian worked at the University of Bradford as the Director for Research and Knowledge Transfer Support. In 2012 he formed IDR Innovation Ltd, a consultancy company primarily focussed on supporting universities to develop and deliver strategic goals and projects in partnership with industry. Ian's work with Yorkshire Universities is focussed on strengthening higher education's links with LEPs and ensuring that universities fulfil and expand their roles as major partners for innovation, business growth and economic development.



Jo Barham, Policy and Project Manager

Jo joined Yorkshire Universities in March 2014 and has over seven years of research and policy experience working in both higher education and the private sector. Jo previously worked as a research manager for a UK consultancy firm where she both supported and managed delivery of a range of research and evaluation projects for clients in the public, private and voluntary sector.

Jo works on policy analysis and project development and provides support to Yorkshire Universities' key networks and groups.



Monika Antal, Technical Assistance Project Co-ordinator

Monika joined YU and the higher education sector in February 2014 after having worked in various EU public administration and project management roles in Brussels and Leeds.

She completed a BA in International relationships and Japanese at Leeds University and an MA in English linguistics and literature in Budapest before she became an assistant policy officer at the Joint Research Centre of the European Commission in Brussels. She worked there until she was offered a project managerial role in setting up a local independent food business in Leeds combining professional and personal interests.

In her current role she is working closely with the YU team and provides project and co-ordination support to the YUTA team. She oversees the co-ordination of project development work and communication between the YUTA team and its project partners.



Jane Metcalfe, Technical Assistance Project Development Officer

Jane started her career as a research scientist, working as a post-graduate and then post-doctorate, on drought and water use efficiency in plants. After she left academia, she joined the Natural Environment Research Council, where she worked for over a decade in a range of roles, finally running the team responsible for commercialising NERC-owned IP on behalf of the Research Council.

Jane then entered the private sector, firstly in a newly-formed early stage investment company created to help drive economic development in North East England, which focused on providing financial investment to innovative SMEs with high growth potential in the region. For the last few years Jane has been acting as a private consultant and joined Yorkshire Universities in May 2014.



Joanne Ennis, Technical Assistance Project Development Officer

Joanne joined Yorkshire Universities in May 2014 as part of the Technical Assistance project team, working with three LEPs in Yorkshire (Leeds City Region, York North Yorkshire and East Riding, and Humber) on the production and implementation of EU investment strategies that access the research and technology strengths of Yorkshire's universities to support local economic growth.

Prior to this, Joanne worked in the higher education sector for over ten years holding a variety of project and programme management roles at the University of Manchester, The Open University and most recently Newcastle University. In 2013 Joanne graduated from Durham University after completing a part-time MBA.



Sam Lewis, Executive Assistant

Sam joined Yorkshire Universities in July 2014 as Executive Assistant. Sam previously worked as a policy advisor at a local Chamber of Commerce and has experience working in a membership organisation representing and promoting the interests of the local business community. Sam studied at undergraduate and postgraduate level at the University of Leeds and has worked in policy research and public affairs.

Sam works closely with the Executive Director on the calendar of meetings and events and assists the YU team with the wider work of the organisation.



Mark Hill, Group Accountant

Mark is our long-standing in-house accountant and provides financial administration and advice to managers and the committees. He runs an accounting practice with mainly commercial clients. He is a former City of York councillor.



MAXIMISING THE VALUE AND IMPACT OF HIGHER EDUCATION IN YORKSHIRE

I joined Yorkshire Universities as Development Manager in 2006 and have seen the organisation successfully develop in response to changing, and often very challenging, regional and national higher education priorities.

Following the retirement of Professor Roger Lewis, I was appointed to the post of Executive Director in early 2014. I was delighted to be able give our members, stakeholders and partners a reassurance of continuity with my appointment. Professor Lewis led Yorkshire Universities for three and a half years and played a pivotal role in creating the effective and valued organisation it is today.

This year has been unprecedented in having so many opportunities to showcase the reality of Yorkshire and the Tour de France let the world know what a unique and fantastic place our county is in which to live, study and work.

Our universities are a significant part of brand Yorkshire, with this year seeing the greatest increase in the numbers of 18-year-olds seeking to study at our universities.

It is not at all surprising that so many young people are opting to study in Yorkshire and one of the strengths of our universities is their distinctiveness. The region has excellent examples of every kind of higher education institution, from Russell Group universities to former colleges offering specialist provision; and from universities situated in lively and interesting towns and cities to institutions in rural settings and rich heritage locations.

My priorities for the coming year will be to develop new collaborations and networks which build on Yorkshire's distinctive offer and to increase the focus on students as higher education's most immediately important stakeholders.

The General Election in 2015 could bring a new environment for higher education to navigate. As one of England's longest standing regional higher education associations, YU will continue to build on its collaboration with the region's business and economic communities to ensure we maximise any new opportunities as they arise.

I am delighted to be able to lead Yorkshire Universities through its next phase of development and I will continue to seek to maximise the value and impact of higher education in Yorkshire.

I look forward to working with you.

Emily Wolton
Executive Director

BOARD MEMBERS

Professor Michael Arthur, Vice-Chancellor,
University of Leeds (until September 2013)

Professor Sir Keith Burnett, Vice-Chancellor,
University of Sheffield

Professor Brian Cantor, Vice-Chancellor,
University of York (until October 2013),
University of Bradford (from October 2013)

Professor Mark Cleary, Vice-Chancellor,
University of Bradford (until October 2013)

Professor Bob Cryan, Vice-Chancellor,
University of Huddersfield

Professor David Fleming, Vice-Chancellor,
York St John University (Chair of the Board)

Professor Margaret House, Vice-Chancellor,
Leeds Trinity University

Professor Philip Jones, Vice-Chancellor,
Sheffield Hallam University (Deputy Chair of the Board)

Professor Koenraad Lamberts, Vice-Chancellor,
University of York (from January 2014)

Professor Sir Alan Langlands, Vice-Chancellor,
University of Leeds (from October 2013)

Professor Philip Meaden, Principal,
Leeds College of Music

Professor Calie Pistorius, Vice-Chancellor,
University of Hull

Professor Susan Price, Vice-Chancellor,
Leeds Beckett University

Simone Wonnacott, Principal,
Leeds College of Art (from July 2014)

**Professor Dawn Freshwater, Pro Vice-Chancellor (until June 2014) followed by:
Professor David Hogg, Pro Vice-Chancellor**
University of Leeds

Professor Paul Harrison, Pro Vice-Chancellor
Sheffield Hallam University

**Professor John Hay, Pro Vice-Chancellor (until January 2014) followed by:
Professor Ian Pashby, Pro Vice-Chancellor**
University of Hull

Professor Mike Hounslow, Pro Vice-Chancellor
University of Sheffield

Professor Colin Mellors (Chair), Pro Vice-Chancellor
University of York

Sue Reece, Pro Vice-Chancellor
York St John University

**Mark Shields, Deputy Principal (until September 2013) followed by:
Howard Nelson, Chief Operating Officer**
Leeds Trinity University

Professor Andrew Slade (Deputy Chair), Pro Vice-Chancellor
Leeds Beckett University

Professor Tim Thornton, Pro Vice-Chancellor
University of Huddersfield

Simon Thorpe, Director of Studies
Leeds College of Art

Bill Walker, Chair of the Knowledge Transfer Directors' Group
University of Hull

Dr Julian White, Chief Executive
White Rose Consortium

**Dr Randall Whittaker, Director of Curriculum and Research (until September 2013) followed by:
Professor Joe Wilson, Director of Curriculum**
Leeds College of Music

Professor Barry Winn, Deputy Vice-Chancellor
University of Bradford



Yorkshire Universities
The regional voice for higher education



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