Sussex 2025
A new strategic framework
Professor Adam Tickell
Vice-Chancellor
What are the major drivers for our new strategy?

- Drive to be the very best institution we can be
- Desire to be known as the university with the most creativity in our education
- Increased competition
- Rapid technological change
- New HE sector structures
- Changing fee/funding regimes
- Student expectations - now and in the future

- Cultural change ambitions
- National/Global education trends
- Massive social and demographic change
- Changing political environment
- Brexit/other economic factors
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- Changing political environment
What’s important to our community?

Flexible growth
Taking risks
Agility
Diversity
Experimental
Excellence
More inclusivity
No borders
Connectedness
Boldness
Less hierarchical
Sustainability
The Sussex Family
The strategic framework

- Firm foundations
- Transformative education
- Research with impact
- Meaningful engagement
Creating firm foundations

- Values
- Governance
- Leadership
- Infrastructure
- People
- Value for money
- Processes
- Management competence
- Finance & Investment
- Equality, diversity & inclusion
- Information Technology
- Estates
- Culture
- Alumni network
- Environmental sustainability
Creating firm foundations

A great place to study, live and work

Accessible, agile and robust systems, processes and governance

Clear, authentic listening and decisive leadership

Sound financial model which allows for strategic investment

People

Empowered
Accountable
Engaged

Staff · Students · Alumni
Frida Gustaffson
President, Students’ Union
A world class education that transforms our students’ lives and futures
Inputs
- Fantastic teachers
- Great assessment and feedback
- Sensible timetabling
- Relevant curricula
- Accessible modes of delivery
- Transformative pedagogy

Student experience

Student outcomes
Inputs
- Fantastic teachers
- Great assessment and feedback
- Sensible timetabling
- Relevant curricula
- Accessible modes of delivery
- Transformative pedagogy

Student experience
- Focus on student support
- Student-centric approach
- Enhanced intra- and extra-curricular opportunities and skills
- Internships and placements
- Utilising vibrant and diverse communities to enhance learning

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Student outcomes
- Civically engaged
- High student employability
- Possessing choices and options
- Globally aware and active
- Ambassadors and advocates for Sussex
- Social and economic contribution
- Critical and analytical
- Health and wellbeing
- Happiness
Professor Saul Becker
Deputy Vice-Chancellor
Research with impact: knowledge and ideas that transform the world
Focus
• Critical mass of highly rated researchers
• International reputation in critical research areas/themes
• Balance between critical mass and individual excellence
• Investment in excellence

Culture and environment
• Dynamic research culture
• Supportive research environment/infrastructure
• Clear research priorities
• Robust framework for governance, ethics and integrity

Excellence
• World-leading papers (original, significant, rigorous)
• Research ‘without borders’
• International reach and significance

Income
• Maximising grant capture opportunities and skills
• Combination of small and large grants
• RCUK focus with diversified portfolio
• Maximising international sources of funding

Influence and impact
• Using reputation to inform and shape agendas
• Research delivers ‘real world’ change
• Contributes to Sussex ‘brand’ and profile
Meaningful engagement that transforms our society and economy
Local

- Business (and other organisations) engagement
- Schools and widening participation
- Community outreach
- Civic engagement
- Public/local authorities
- LEPs
- Enterprise and skills
- Industrial strategy
- Anchor institution
Business and industry
Government and politicians
Research Councils
Office for Students (and other sector bodies eg UUK)
Policy think-tanks, opinion leaders/shapers etc.
Europe and other regions
Global organisations
NGOs
International academic communities
Key international partners
Global
National
Local

Outcomes
Connected
Trusted
Enhanced student/staff opportunities
Co-producers
Socially responsible
Skills development
Driver of economic growth
Impact
Influence
Engaged university
Aligning performance

- Strategic framework
  - School and Professional Service Strategies
  - Enabling strategies and plans
- Operational Plans (and budgets)
- Performance monitoring and review
  - Key Performance Indicators/Targets
  - Performance Targets & Management Information
## Enabling strategies and plans

### Foundations
- People strategy
- Estates strategy
- Information strategy
- Equality, Diversity and Inclusion strategy
- Financial plan
- Carbon reduction plan
- Continuous improvement framework
- Quality services plan

### Education
- Student employability strategy
- IT strategy
- Teaching innovation
- Admissions strategy
- Student welfare strategy
- Student experience strategy

### Research
- International collaboration/partnership strategy
- Knowledge Exchange strategy
- REF strategy
- Business Engagement strategy
- League table strategy

### Engagement
- Business Enterprise strategy
- Regional Engagement strategy (civic, cultural, LEPs etc)
- KEF strategy
- Alumni engagement (inc philanthropy)
- Public Affairs and Influencing strategy
- Communications strategy
- Community engagement strategy
Professor Adam Tickell
Vice-Chancellor
Please share your views on this strategic framework