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

- Increased competition
- National/Global education trends
- Student expectations - now and in the future
- Rapid technological change
- Brexit/other economic factors
- New HE sector structures
- Cultural change ambitions
- Changing fee/funding regimes
- Massive social and demographic change
- Drive to be the very best institution we can be
- Desire to be known as the university with the most creativity in our education
- Changing political environment
- Desire to be known as the university with the most creativity in our education
- Student expectations - now and in the future
What’s important to our community?

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

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

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

Staff • Students • Alumni

A great place to study, live and work

Accessible, agile and robust systems, processes and governance

People

Empowered
Accountable
Engaged

Clear, authentic listening and decisive leadership

Sound financial model which allows for strategic investment
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

**Student outcomes**
- Internships and placements
- Utilising vibrant and diverse communities to enhance learning
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

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
National

Business and industry
Government and politicians
Research Councils
Office for Students (and other sector bodies eg UUK)
Policy think-tanks, opinion leaders/shapers etc.

Local
Local

National

Global

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

Operational Plans (and budgets)

School and Professional Service Strategies

Strategic framework

Enabling strategies and plans

Key Performance Indicators/Targets

Performance Targets & Management Information

Monitoring and review
<table>
<thead>
<tr>
<th>Foundations</th>
<th>Education</th>
<th>Research</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>People strategy</td>
<td>Student employability strategy</td>
<td>International collaboration/partnership strategy</td>
<td>Business Enterprise strategy</td>
</tr>
<tr>
<td>Estates strategy</td>
<td>IT strategy</td>
<td>Knowledge Exchange strategy</td>
<td>Regional Engagement strategy (civic, cultural, LEPs etc)</td>
</tr>
<tr>
<td>Information strategy</td>
<td>Teaching innovation</td>
<td>REF strategy</td>
<td>KEF strategy</td>
</tr>
<tr>
<td>Equality, Diversity and Inclusion strategy</td>
<td>Admissions strategy</td>
<td>Business Engagement strategy</td>
<td>Alumni engagement (inc philanthropy)</td>
</tr>
<tr>
<td>Financial plan</td>
<td>Student welfare strategy</td>
<td>League table strategy</td>
<td>Public Affairs and Influencing strategy</td>
</tr>
<tr>
<td>Carbon reduction plan</td>
<td>Student experience strategy</td>
<td></td>
<td>Communications strategy</td>
</tr>
<tr>
<td>Continuous improvement framework</td>
<td></td>
<td></td>
<td>Community engagement strategy</td>
</tr>
</tbody>
</table>
Professor Adam Tickell
Vice-Chancellor
Please share your views on this strategic framework