

Sussex 2025

A new strategic framework

Professor Adam Tickell
Vice-Chancellor

Changing political
environment

Brexit/other economic
factors

Cultural change
ambitions

National/Global
education trends

Massive social and
demographic change

Drive to be the very best
institution we can be

What are the
major drivers for
our new strategy?

Desire to be known as the
university with the most
creativity in our education

New HE sector
structures

Increased competition

Rapid technological
change

Changing fee/funding
regimes

Student expectations -
now and in the future

Flexible growth

Taking risks

Agility

The Sussex Family

Sustainability

Diversity

Less
hierarchical

What's important
to our community?

Experimental

Excellence

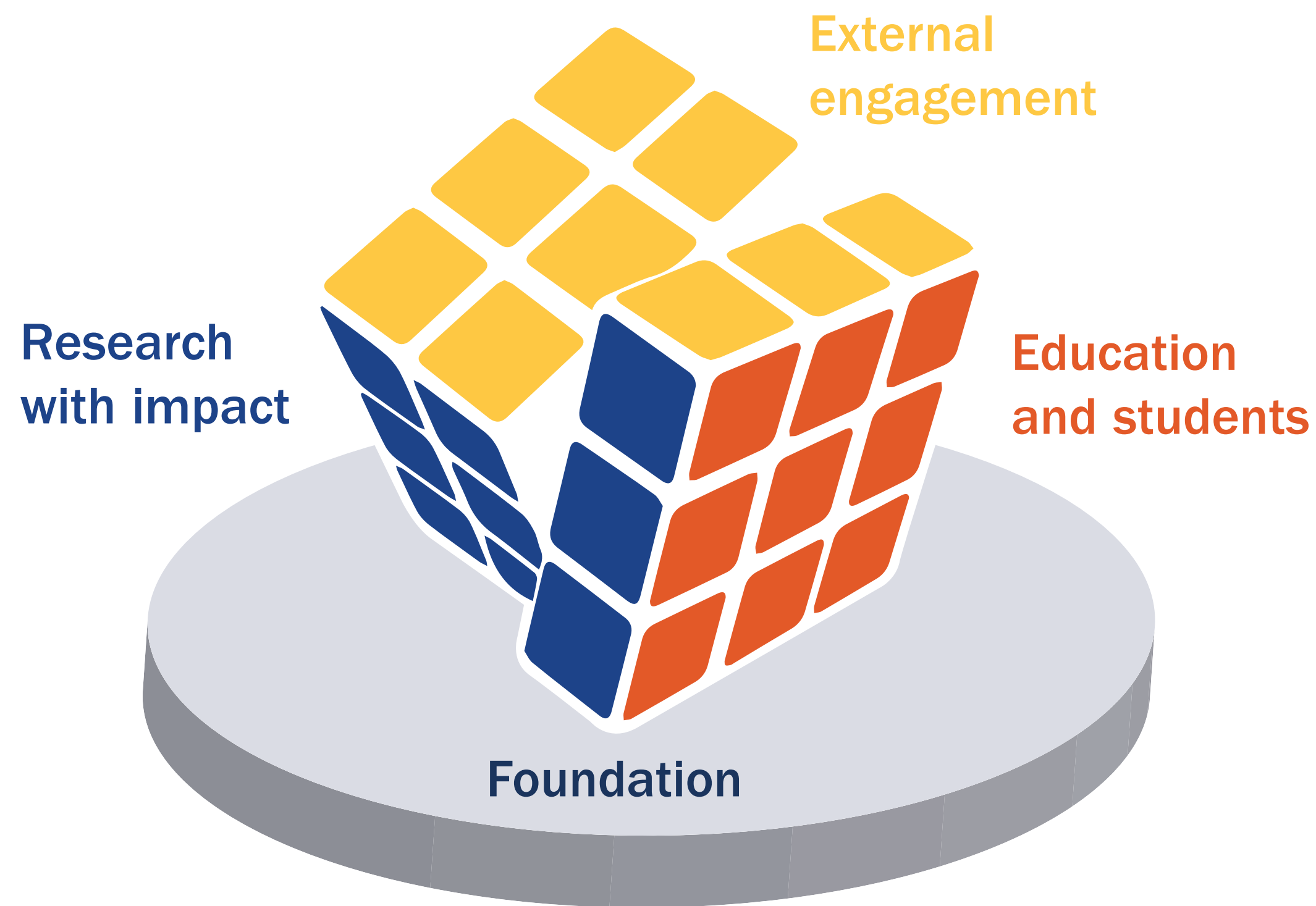
No borders

Connectedness

Boldness

More inclusivity

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

A great place to
study, live and
work

Staff ▪ **Students** ▪ **Alumni**

People

Clear, authentic
listening and
decisive
leadership

Accessible, agile
and robust
systems, processes
and governance

Empowered
Accountable
Engaged

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

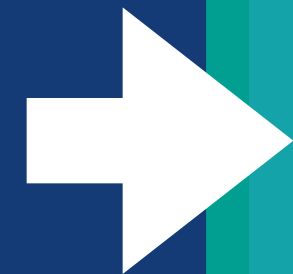
Great assessment
and feedback

Sensible timetabling

Relevant curricula

Accessible modes of
delivery

Transformative
pedagogy



Student experience



Student outcomes

Inputs

Fantastic teachers

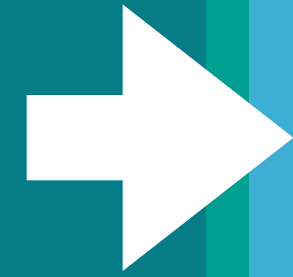
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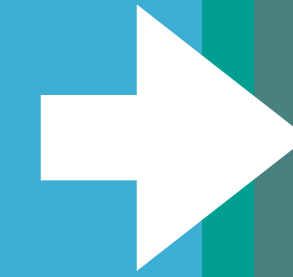
Focus on student support

Student-centric approach

Enhanced intra- and
extra-curricular
opportunities and skills

Internships and
placements

Utilising vibrant and
diverse communities to
enhance learning



Student outcomes

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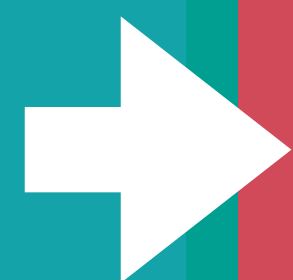
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Student outcomes

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



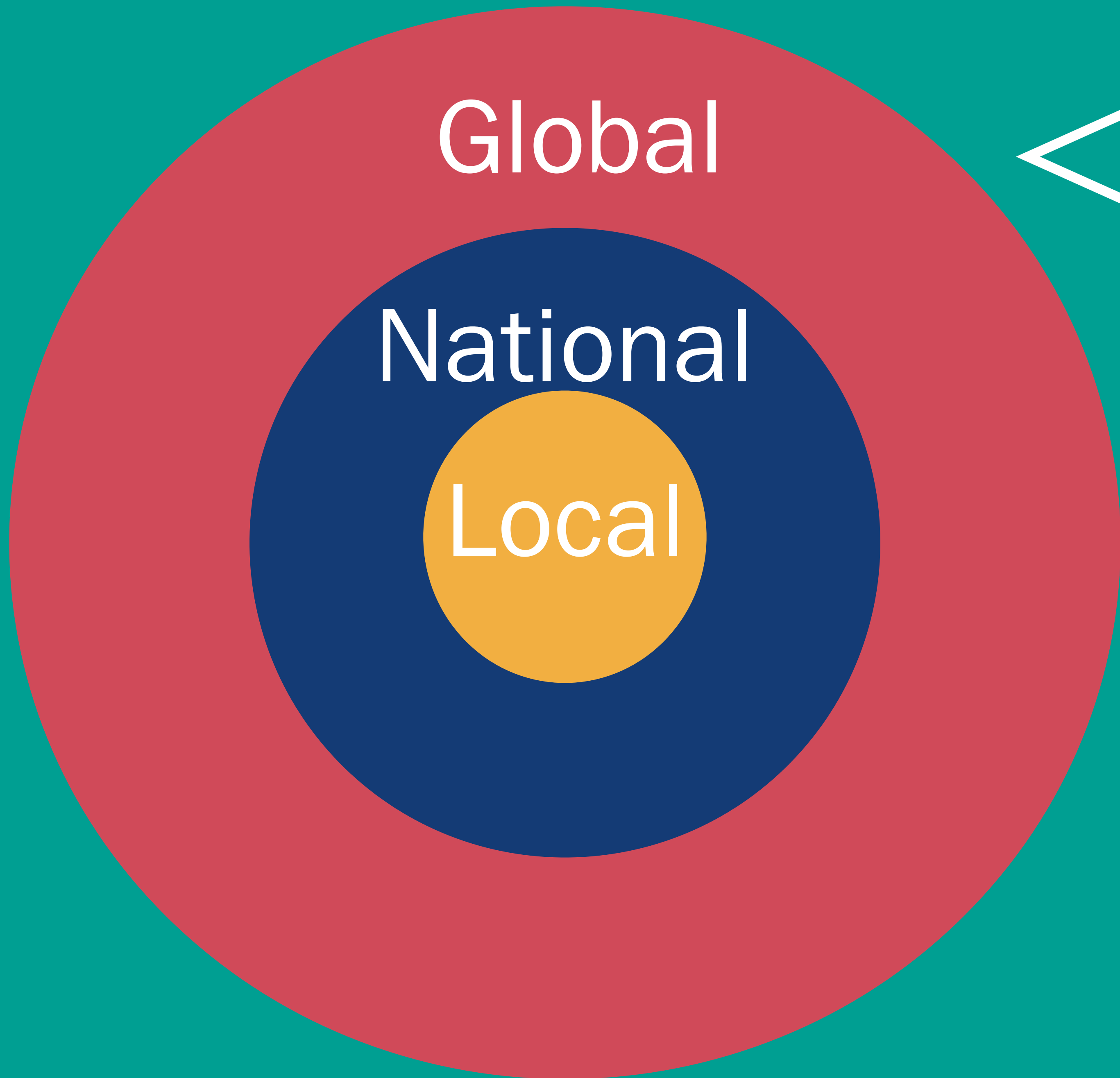
Local

Business (and other organisations) engagement
Schools and widening participation
Community outreach
Civic engagement
Public/local authorities
LEPs
Enterprise and skills
Industrial strategy
Anchor institution

National

Local

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



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