

SIZE + SHAPE

A BETTER UNIVERSITY FOR A BETTER WORLD

OCTOBER 2021

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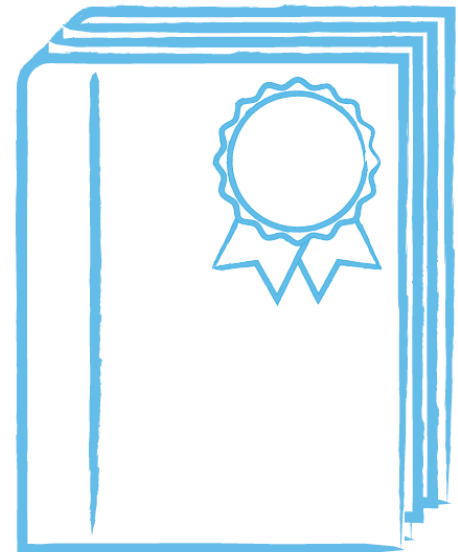
In Sussex 2025 we set out our collective ambition to build on our successes and pioneering spirit to ensure the **University** of Sussex can thrive locally, regionally, nationally and globally in new times and for a new generation.

Demand for programmes has accelerated in some areas, remained static in others and unfortunately reduced considerably in some parts

We are now somewhat out of shape as a University, with some areas of the University wanting to grow but struggling for investment

We will never lose sight of our strengths in education and research and our heritage as an institution that is disruptive by design

EXCELLENCE IN EDUCATION AND RESEARCH



TRANSFORMING PROFESSIONAL SERVICES



We must provide a support model that is fit for purpose, working as one team across the University

We need to deliver services that support the academic strategy, creating an environment where our staff can personally develop and fulfil their potential

This will result in some areas changing the way that services are delivered

Some areas will require greater investment to improve what we do, including investment in our systems

THE INTERNAL AND EXTERNAL CONTEXT



Whilst our student numbers have remained stable, our income per student continues to fall - we have to do more with less

Student fees have been frozen and may reduce further, plus pensions and pay costs are rising

We are heavily reliant on the tuition fee income from some schools to partly fund activities in other schools that are not currently financially sustainable

How we have been addressing these opportunities and challenges

We developed a range of Size and Shape projects
Carried out extensive engagement on how to secure our future
Schools and PS Divisions have designed draft proposals

Where we are today

Development of draft proposals over the summer

Detailed planning on budgets for all Schools and Divisions

Ready to share and seek your feedback

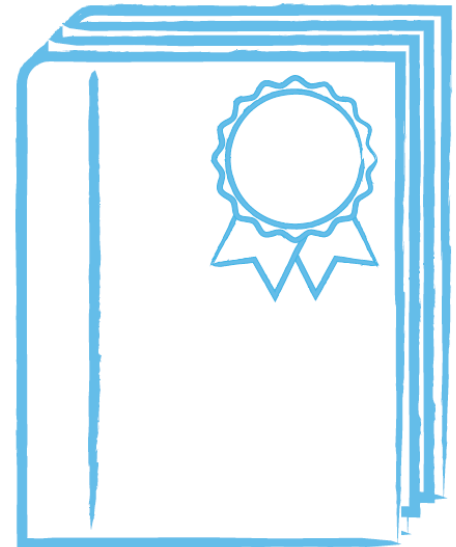
Draft proposals have been designed by each School

Informed by the Portfolio Review and wide engagement with the academic community

Each proposal incorporates:

- Sustainable operations across an innovative teaching portfolio
- Whilst maintaining academic and research excellence
- Within agreed budgets

EXCELLENCE IN EDUCATION AND RESEARCH



TRANSFORMING PROFESSIONAL SERVICES



Draft proposals have been designed by:

- Professional Services Divisions
- Professional Services in Schools

These draft proposals will:

- Optimise effectiveness and efficiencies
- Create consistency across structures
- Deliver significant savings year on year

THE INTERNAL AND EXTERNAL CONTEXT



Student recruitment this summer has exceeded targets in some of our most popular disciplines

So, our financial position for 2021/22 is better than we had predicted

However, the areas where we have performed well, are in the areas where we need urgent investment to support that growth

The result is that the mismatch in resource that we currently experience is amplified

The Size and Shape programme – and the proposals in development seek to address this

Talking to you

We are now sharing the draft proposals with staff

You will have the opportunity to give feedback to shape the final proposal

Further engagement with Senate

Senate Working Group is being established to discuss how we deliver academic excellence

Exploring all voluntary means

Where pay bill savings need to be made we would look to achieve these through voluntary means if at all possible

Update Council on draft proposals

By doing this we can create a university that will thrive both now and in the future by:

- Providing degree courses that are distinctive and stand out in the sector, giving the very best student experience
- Being more competitive in the UK and internationally in research
- Investing in a community and experience that enables our students and staff to achieve their goals

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Continue to develop draft proposals – with input and feedback from staff

