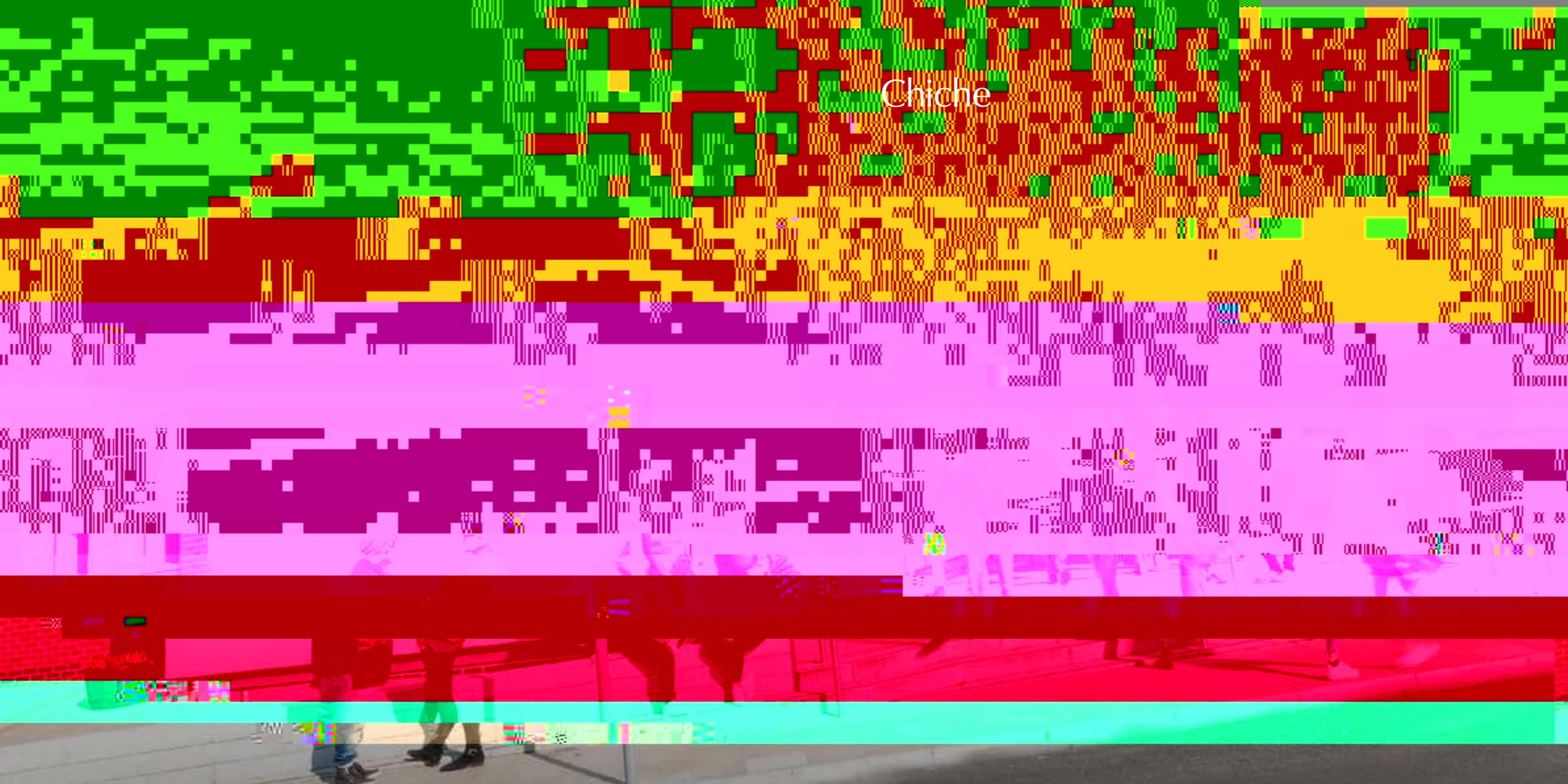
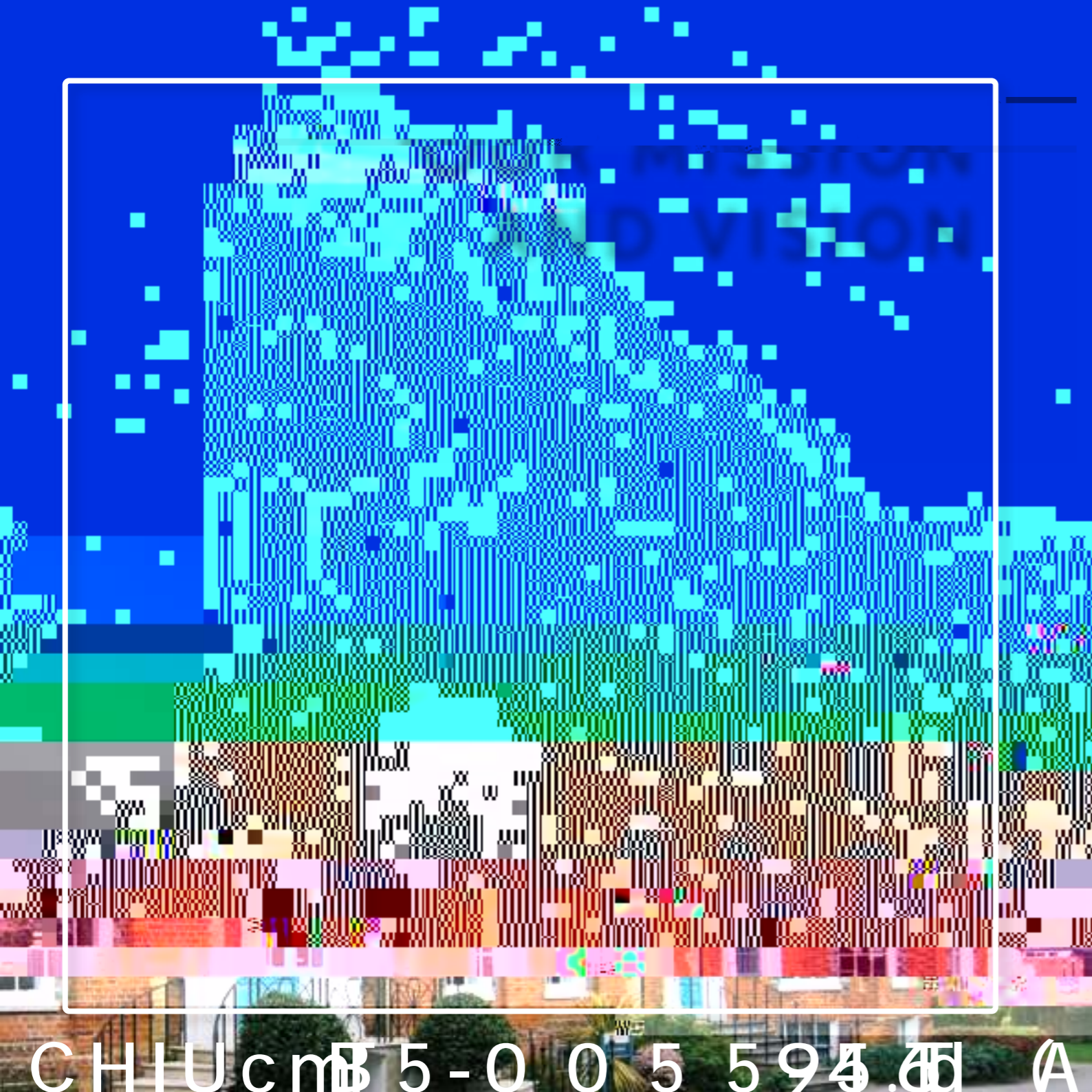


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Delivering our Key Strategic Themes

We will strengthen the distinctiveness of the Chichester student experience as high-quality, personalised, accessible and aspirational

HOW WILL WE ACHIEVE THIS OBJECTIVE?

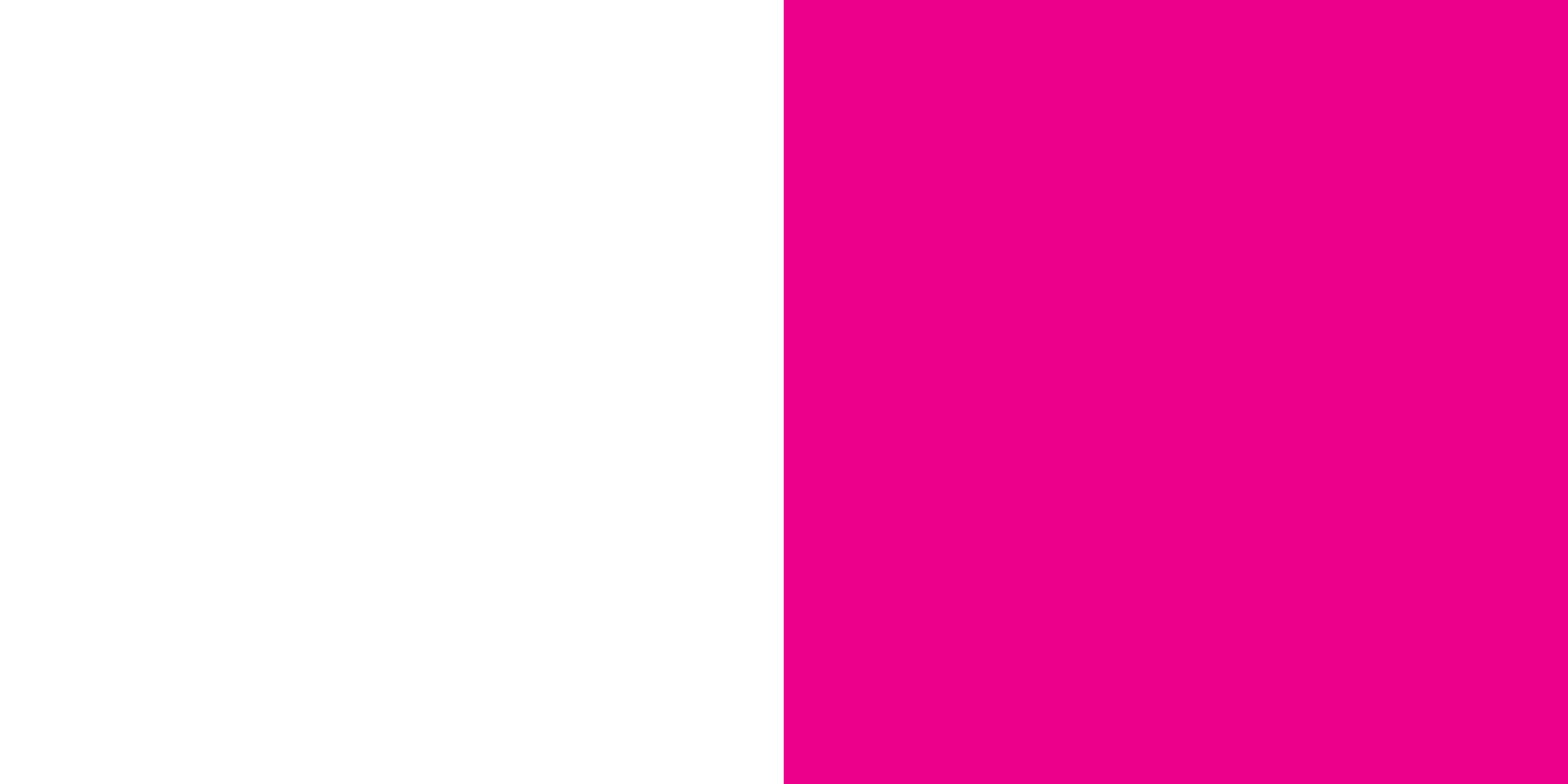
- Inspire and motivate staff and students to work together in effective ways to ensure that we continue to be a University that is known for delivering outstanding learning and teaching informed by high-quality research
- Build up the confidence, aspirations and resilience of every student through an engaged and responsive admissions, academic advisor and module co-ordinator system so as to optimise student retention and progression
- Continue to provide a proactive, accessible and bespoke range of centralized student support and wellbeing services
- Ensure that all our staff recruitment and interview processes include an essential requirement to understand and actively embrace our distinctive sensibility, the qualities, values and characteristics expected of everyone working for our University
- Enhance the digital literacy of staff and systematic development of our digital learning environment to ensure that it meets the present and future learning and teaching needs of our students and staff
- Embed both employability and enterprise education in all undergraduate and taught postgraduate programmes
- Equip our students to make the most of life opportunities

KEY PERFORMANCE INDICATORS

- Annual improvement in NSS and DLHE metrics
- Positive measures for student access and retention
- Achievement of TEF 'Gold' and Ofsted 'Outstanding'

OUTCOME

- The University gains a strongly differentiated position in the highly competitive HE landscape





HOW WILL WE ACHIEVE THIS OBJECTIVE?

- Enhance our recruitment, selection and induction practices to deliver an excellent candidate experience at every stage of the engagement process
- Create the capability needed for future success by tailoring a programme of professional development opportunities to encourage and support innovative thought and activity in individual and team professional practice
- Develop career progression routes and opportunities, recognising

We will achieve disciplinary and cross-disciplinary excellence in research and innovation

HOW WILL WE ACHIEVE THIS OBJECTIVE?

- Through a supportive research environment in which all of our academics are both encouraged and expected to contribute to knowledge creation through research, so that 'all of our teachers research and all of our researchers teach'
- Maximising the impact of all of our research for economic, health, quality of life, environmental sustainability or other societal benefit through publication, pedagogical development, the influencing of professional practice and forging external collaborations
- The targeting of funding opportunities that closely align with the University's areas of research and third stream activities
- Raising the standing and recognition of the University's research through high achievement in the 2021 Research Excellence Framework (REF); this in turn will support the growth of our postgraduate research student community
- The support of inter- and cross-disciplinary research and collaborations within the University, with other universities in the UK and overseas, with industry and with other bodies; this will include the establishment of research centres, international collaborative research projects and Knowledge Exchange Partnerships (KTPs)
- The support of entrepreneurialism and the creation and protection of intellectual property through patent protection, consultancy, licencing and the creation of spin-out companies
- The encouragement and support of spin-in opportunities via the establishment of an Enterprise Park

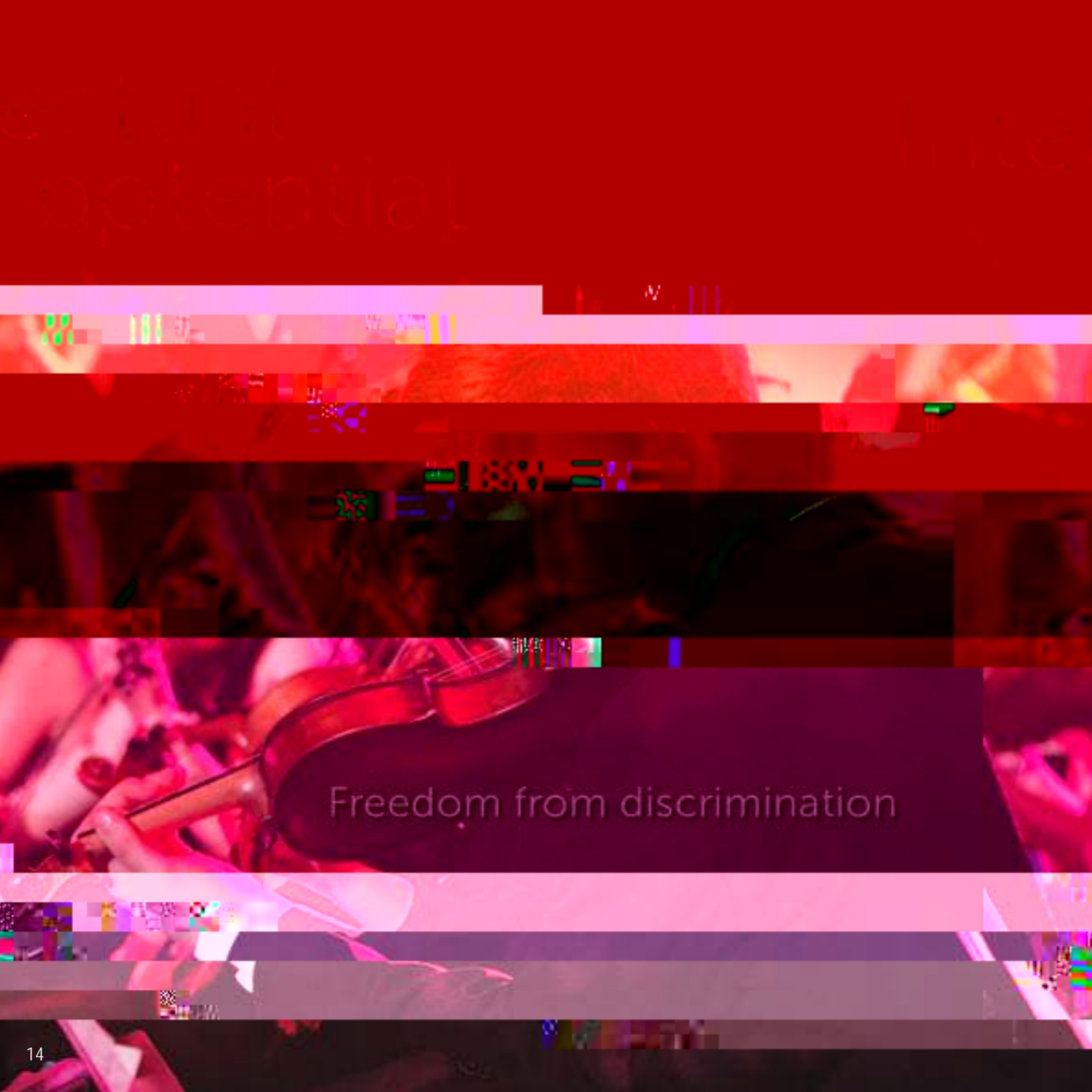
KEY PERFORMANCE INDICATORS

- Growth of research and third stream income to £6m during the 2020-21 financial year – (i.e. to c.10% of annual turnover) – and greater than 10% of turnover thereafter on a rolling 3 year average
- Achievement of HEIF funding from the 2018-19 financial year onwards
- Success within REF 2021, including submission of new units of assessment – including 10 place uplift in the overall GPA ranking in REF 2021

OUTCOME

- The University gains increased national and international recognition for academic excellence





We will increase external academic engagement, meeting regional needs and securing national and international recognition

HOW WILL WE ACHIEVE THIS OBJECTIVE?

- Mapping, aligning and developing the University's external academic engagement to further the University's role as a credible and authoritative anchor institution for West Sussex
- Ensuring our academic provision is aligned to the region's economic, educational and cultural needs, and that it gains traction with national and international markets and audiences
- Maximizing our presence and visibility and extending the reach and contribution of our learning community in the wider region
- Taking a proactive approach to national and international reputation enhancement, through skilful, expert work in international, partnership, press/media, and portfolio development

KEY PERFORMANCE INDICATORS

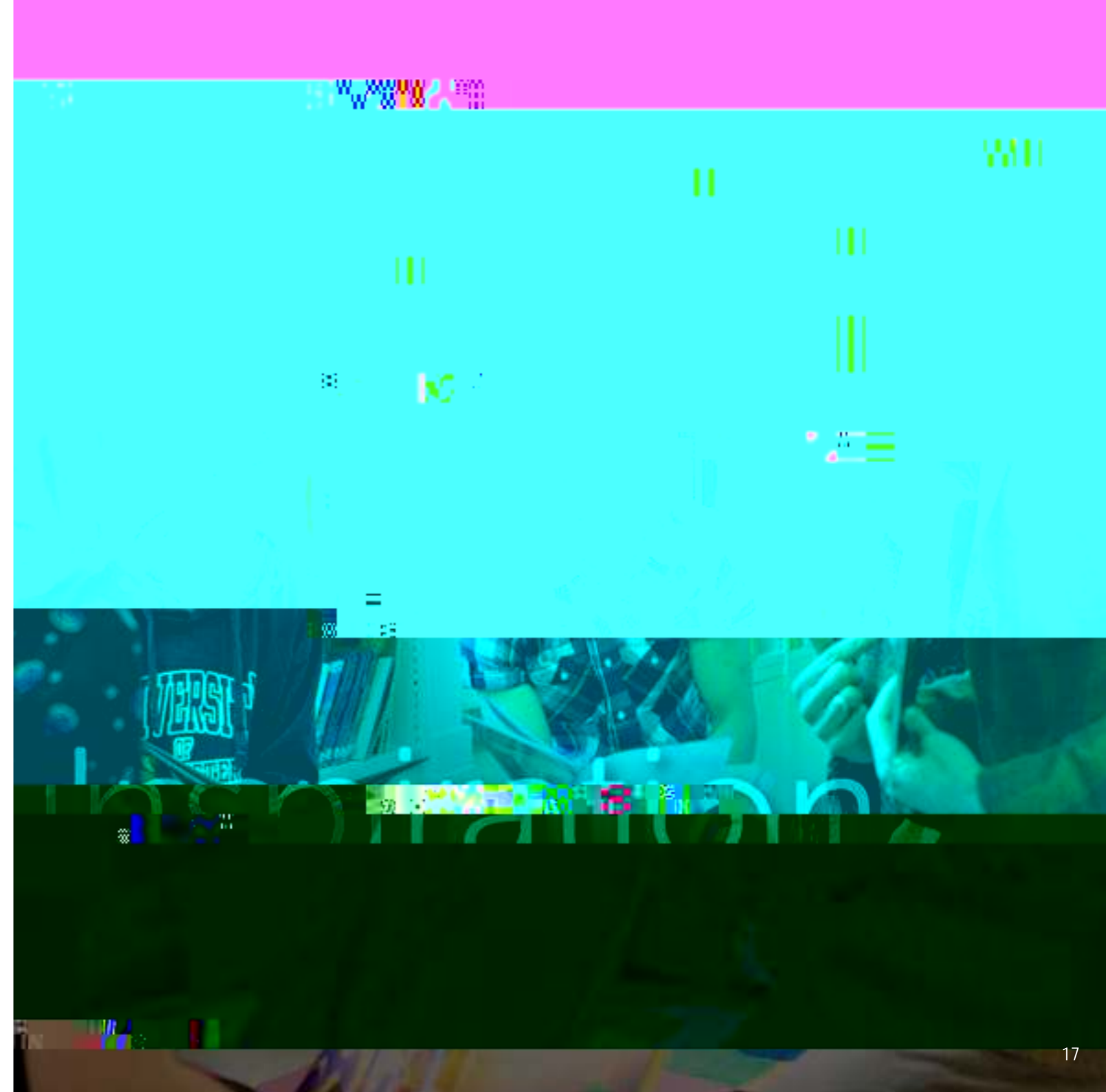
- Number of new programmes meeting regional needs for enhanced health and social care, higher skills in engineering, digital and bio technologies, legal and knowledge intensive services
- Growth in engagement with external organisations
- Growth of annual income from high quality regional and international academic partnerships

OUTCOME

- The University becomes an anchor institution for West Sussex and secures an enhanced regional, national and international profile

HOW WILL WE ACHIEVE THIS OBJECTIVE?

- Growth in student recruitment to an expanded portfolio of UG/PGCE, School Direct, Teacher Apprenticeship, pathways into teaching programmes, and provision of Education/STEM professional courses
- Promotion of internal progression for all undergraduates via a cross-University teaching career module, school volunteering opportunities, and the alumni PGCE progression bursary
- Growth of income from international short courses, provision of formal school improvement activities, including Continuous Professional Development (CPD) and National Professional Qualifications (NPQ), accredited mentor training, and increase in research funding
- Ofsted benchmark data measures for student achievement of 13.916(c, h)19ICHEST6.910ses)19IC1anag





We will contribute to the development of a strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education and support for graduate start-ups

HOW WILL WE ACHIEVE THIS OBJECTIVE?

- Being highly business oriented and providing adaptable and tailored services to meet the specific needs of SMEs through to multi-national companies
- Establishing an Enterprise Business Park, along with business support, access to specialised facilities and sector specific academic expertise to support University-business partnerships
- Creation of flexible business space for our graduates and businesses of all sizes to spin-in, co-locate and work alongside each other to encourage a cross-exchange of ideas and so support a thriving business culture
- Establishing and supporting Knowledge Transfer Partnerships (KTPs) with our business partners
- Development and delivery of higher, degree and postgraduate apprenticeships of relevance to businesses of all sizes across a range of sectors
- Training of graduates with highly adaptable and transferable skills to promote entrepreneurialism and directly meet the identified and specific needs of employers
- Utilising our research expertise as a resource for the benefit of our businesses partners

KEY PERFORMANCE INDICATORS

- Securement of 3 KTPs p.a. from 2019-20 onwards
- 10 sustainable graduate start-ups p.a.
- 5 new business partnerships, 2 spin-in and 1 spin-out company p.a.

OUTCOME

- Our graduates secure employment within an increasingly dynamic regional economy

Cultural vitality

Economic growth

HOW WILL WE ACHIEVE THIS OBJECTIVE?

- Ensure that we have a range of high quality spaces across our campuses in which students, staff and visitors wish to spend significant amounts of time enjoying all aspects of our University community
- Commission a new Estate Masterplan which will focus on creating an identity and sense of community for each campus
- Undertake an assessment of building and land use for new academic provision and improve space utilisation across the estate
- Improve and maintain building condition and functionality to



