



**University of Brighton**



**PRACTICAL  
WISDOM**

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UNIVERSITY STRATEGY  
2019-2025

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[www.brighton.ac.uk/practical-wisdom](http://www.brighton.ac.uk/practical-wisdom)



# WELCOME TO THE UNIVERSITY STRATEGY – PRACTICAL WISDOM

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Since launching Practical Wisdom in 2016, we have taken significant steps in delivering our strategy and vision against a challenging backdrop. The progress we have made so far is testament to the dedication and hard work of our people who have started to turn our vision into reality. Throughout 2019, the University Executive Board (UEB) have been reviewing the progress we have made and the strategic direction we set ourselves in Practical Wisdom

Given the volatile and changing context in which the entire higher education sector is operating, as well as the numerous wider external drivers, there are many achievements that we can be proud of: from our TEF Silver to the essential investment being made in new teaching and student facilities. We have continued to improve our systems and processes and invest in our people whilst making clear progress to ensure our finances are sustainable for the long term. Crucially, we have made significant steps in enhancing inclusivity across the institution: we have held an institutional Athena SWAN Bronze Award since 2013, going on to achieve an institutional award under the new expanded charter in 2017, we are a member of the Race Equality Charter and are committed to improving the representation, progression and success of minority ethnic staff and students at our university. We are also a proud Stonewall Diversity Champion and, for the first time in 2019, we entered Stonewall's Top 100 Employer's list.

Having reflected on all this, UEB and the Board of Governors have concluded that the vision and ambitions set out in Practical Wisdom are the right ones for our university and, given the continuing level of uncertainty in the external environment that our existing strategy period should be extended to 2025. Our values of inclusivity, sustainability, creativity and partnership are at the core of who we are, informing all that we do. We will continue to build on our rich and creative heritage of strong partnership working with our community, people and civic region whilst continuing our commitment to sustainable and inclusive activities.

So, in partnership with the wider university community, we have worked to provide that clarity around our strategic priorities and how we will measure our success for our five strategic areas:

- Putting students at the heart of everything we do
- Making a difference through research and enterprise
- Enabling staff, liberating talent
- A great place to work and learn
- Investing in our future

Delivering our strategy and vision will continue to be challenging and will require us all to work together as one university. The higher education environment will continue to change, the needs of students and learners will evolve and in turn we will need to adapt how we enable and support their learning and ambitions. The future of research will require us to build on our interdisciplinary strengths and reach out to partners across the globe with the goal of producing a vibrant and sustainable research base that addresses the challenges of tomorrow. Much of this is a given across the whole sector but what will make us different is how we achieve this. We have a bold and distinctive heritage as a creative institution focused on practice and the principles of Practical Wisdom reflect and build upon this. As a university, we do not simply teach knowledge – we create it, we apply it and we put it back to work. We must continue to build on what makes us different and ensure this benefits our place and city.

By 2025, the University of Brighton will be a sustainable institution. It will be the choice for people who want to live, work and learn in a vibrant, unique city as part of a diverse, dynamic and creative community, where curious minds meet to create, apply and put knowledge to work.

We all have a part to play in the university's journey and it's important that you can see your role in taking us there. I'm confident that together, we can continue to realise our vision. As ever, thank you all for everything you do to help make our university a great place to live, work and learn.



*Debra Humphris*

Professor Debra Humphris FRCP  
Vice-Chancellor

# HIGHLIGHTS

Since the launch of Practical Wisdom in 2016, we have made some tremendous steps forward in delivering our strategy.



The university received a Race Equality Charter Bronze Award becoming one of only 13 universities to hold the honour



Our Modern Spaces programme continues to refurbish spaces across our campuses based on student and staff feedback. Checkland Atrium has seen a significant transformation.



The university celebrated being named as one of the top employers for LGBT people in the UK. We were ranked number 72 in Stonewalls Top 100 Employers List.



The University has become the latest institution to pledge support to their technicians by backing a national commitment to improve and safeguard their vital skills in higher education and research.



Architecture student, Vivian Wall won an education fund bursary from the Royal Institute of British Architects.



Brontie Ansell, Senior Lecturer in the Brighton Business School has set up a new pro-bono law clinic at the University of Brighton will provide legal advice for members of the public on issues such as business, housing, employment and more.



The 2019 Professional Services Staff conference was organised in direct response to 2018 Employee Survey feedback, when professional services staff told us they would value opportunities for development and networking.



University of Brighton graduate, Samson Rattigan, and Projects Coordinator for a Brighton-based charity received a British Empire Medal (BEM) in the Queen's New Year Honours.



Walt Disney's Dumbo is the inspiration for the latest collection from one of the UK's leading fashion designers, Brighton graduate Ong Oaj Pairam. Ong, who graduated in 2008 with a Fashion and Business BA(Hons), is famed for his luxury women's wear designs including a film premiere creation for Hunger Games and Game of Thrones actress Natalie Dormer.



The transformation of the university's largest campus entered a new phase with the start of works on five new student accommodation blocks and the new academic building for the Brighton Business School that will transform a stretch of the city's busy Lewes Road.



The University of Brighton is proud to have held an institutional Athena SWAN Bronze Award since 2013. In 2016 we built upon this achievement and became one of only a handful of higher education institutions nationally to achieve an institutional award under the new expanded charter.



Ground-breaking new engine technology, based on world-leading research at our Advanced Engineering Building, was unveiled with the aim of producing the world's first near zero-emission heavy internal combustion engine.



This event is part of DRIVA Arts DRIVA, or Digital Research & Innovation Value Accelerator, a £1.3m research project funded by the European Structural Investment Fund and Arts Council England. It aims to provide small-medium-sized technology enterprises, creative arts practitioners and cultural organisations unprecedented access to the airport's big data or data sets that can be analysed to reveal patterns and trends.



Photography graduate and former visiting lecturer Helen Cammock won the world-renowned Turner Prize in 2019, sharing the award with the three other nominees.



Springboard is the University's digital crowdfunding platform for students, enabling them to use the power of online giving to raise financial support for their ideas, projects and events.



Fine Art Painting graduate, Miranda Forrester has been chosen to exhibit her work in FBA Futures 2020. Miranda Forrester created Naked Truths which will feature in what is the UK's largest annual survey emerging figurative art, selected from student shows across the UK.

# OUR STRATEGIC FRAMEWORK

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## PRACTICAL WISDOM

At the University of Brighton, we learn, work and create knowledge. What makes us different is how we achieve that.

We create knowledge through practice - academic practice, professional practice and creative practice - and that practice takes place in partnership. Through partnership we create our distinctive educational programmes, we share and disseminate our research and enterprise, and we create mutual benefit for our city, our region and globally.

As a university with a strong community heritage we actively choose to look beyond the institution to enrich and embolden our teaching and research. We aspire to become a learning community of students, staff and partners - a community where learning, teaching, research and practice are equally valued and mutually enhancing.

## OUR MISSION

To realise potential and shape futures through high-quality, practice-based learning, teaching, research and enterprise.

## OUR VALUES

### INCLUSIVITY

- We're committed to developing and nurturing a diverse community.
- We champion and nurture inclusivity, diversity and equality to the highest levels, recognising the value it has to the future of our students, staff, partners and community.
- We respect and listen to all of our people, and act on their needs.

### SUSTAINABILITY

- We recognise and value the critical importance sustainability has for the future of our students, staff, partners and community.
- We highly value sustainability - whether it's through buildings of the future, a strong and protected financial position or the long-lasting knowledge and support we give our students and staff.
- The decisions we make and the activities we do will be underpinned by sustainability, now and in the future.

### CREATIVITY

- We nurture creativity to ensure we continue to grow and develop our activities.
- We're committed to creating new, radical and exciting opportunities for our students, staff and community.
- We tackle the global challenges we face as an institution, society and world in creative and innovative ways.

### PARTNERSHIP

- We work in partnership across all of our activities, championing new and different perspectives,
- We create distinctive educational programmes, share and disseminate our research and enterprise and we create mutual benefit to our city, our region and globally through partnership.
- We nurture our rich and creative heritage of strong partnership working with our community, people and civic region.

# UNIVERSITY STRATEGY – PRACTICAL WISDOM

## OUR VISION

By 2025, the University of Brighton will be a sustainable institution. It will be the choice for people who want to live, work and learn in a vibrant, unique city as part of a diverse, dynamic and creative community, where curious minds meet to create, apply and put knowledge to work.

## OUR MISSION

To realise potential and shape futures through high-quality, practice-based learning, teaching, research and enterprise.

## OUR VALUES

Inclusivity

Sustainability

Creativity

Partnership

Putting students at the heart of everything we do

- Brighton Achieves: Enable all our students to succeed and achieve their goals
- Brighton Works: Empower our students in terms of their employability and the confidence and capacity to make a difference
- Strengthen student engagement in their own learning and in shaping the wider student experience
- Develop and value our staff in terms of learning and teaching excellence and innovation

Enabling staff, liberating talent

- Be a healthy, inclusive workplace where people are engaged and well at work
- Ensure our people have the skills they need to succeed

A great place to work and learn

- Deliver the Big Build
- Align the estates strategy with the emerging academic strategy
- Deliver a more efficient and better quality estate
- Make the University's activities net-zero carbon by 2050

Investing in our future

- Generate sufficient cash to fund strategic aims
- Increase the level and diversification of income

Making a difference through research and enterprise

- Grow the number of our talented PGR students who will sustain our research base and enrich our research culture
- Invest in our areas of excellence enabling them to develop global reputations, expand their vibrant research environments and significantly increase external funding
- Expand our knowledge exchange activities and maximise the impact of our research and enterprise by sharing our ideas and innovations with our partners regionally and globally

# BRIGHTON 2025

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By 2025, the University of Brighton will be a sustainable institution and the choice for people who want to live, work and learn in a vibrant, unique city as part of a diverse, dynamic and creative community, where curious minds meet to create, apply and put knowledge to work.

Life at Brighton will be guided by our commitment to living our values of inclusivity, sustainability, creativity and partnership. We will welcome new and radical ways to learn, work and live throughout our institution, underpinned by exciting new collaborations in knowledge, pedagogy and innovation, and all developed in our unwavering commitment to financial, environmental and social sustainability.

Our people will be our absolute priority, continuing our work to nurture a healthy, inclusive community where people are engaged and well at work, with the skills and resources they need to succeed, both now and in the future. By 2025 our staff community will reflect the diversity of our city and students as well as being supported in their professional development. We will celebrate and acknowledge the outstanding practice and commitment of our people

Our students will be known by their difference. Sought after not just for their education, but for their unique, individual and progressive approaches to the challenges of our society. Brighton students will be renowned for their capability and capacity to make a difference, leaving the institution with the confidence to make their mark whatever direction they end up taking. They will be known for their ability to learn, apply and put knowledge to work – being true advocates of Practical Wisdom. Socially responsible, respectful and creative, our students will be change makers, bringing their unique skills to wherever their journeys take them.

Our research and enterprise will be known for its impact, tackling global challenges, solving practical problems and seeking to improve people's lives and environments. Our activities will go beyond the boundaries of traditional disciplines. Fresh thinking, interdisciplinary research and collaborative partnerships with industry will enable us to bring expertise from different fields to address society's most pressing issues, making tangible impact. We will foster a vibrant, agile research community; supporting our established experts and nurturing the next generation of talent from our thriving postgraduate and early career researchers.

Our places will be known by the communities they create. They will enable our students and staff to work flexibly and creatively, re-thinking traditional models of spaces, to keep at pace with the ever-changing digital world. Our spaces will be vibrant and sustainable environments, designed in partnership with our people. They will be distinctive and visible; places where people meet to share ideas and work collaboratively.

By 2025 - Brighton will be known for its difference



# OUR STRATEGIC AREAS

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We have taken our commitments expressed in Practical Wisdom as the base for the next phase of the University's development, but have sought to provide an even clearer sense of direction for the extended strategy period through a smaller set of defined priorities, clear criteria for success and a stronger connection between institutional priorities and operational delivery.

## ENABLING STAFF, LIBERATING TALENT

We know that people are the heart of our University and key to its continuing success. That's why our continuing priorities are to do everything we can to enable everyone to do a great job and to liberate the talent of our people. Since the launch of Practical Wisdom we've taken a number of steps that are already making a difference. We've run an Employee Survey giving us a real sense of how all of us are feeling at what is a challenging time and gained valuable insights into our shared concerns and aspirations. We've remained focused on what you told us through the survey and continue to act.

We have taken a renewed emphasis on the value and importance of regular staff development reviews. Over the past couple of years we've seen a much greater focus on staff development and we're delighted to see how enthusiastically schools and departments embraced the new annual staff development day.

## PUTTING STUDENTS AT THE HEART OF EVERYTHING WE DO

Education at Brighton is central to what we do as an institution and we know how passionate our colleagues are about ensuring that we deliver the very best we can for our students. A Brighton education will be designed to enable all our students to succeed and achieve their goals, regardless of their background - an education that empowers our students in their confidence and capacity to make a difference, professionally and personally. All of this will be underpinned by our increasing commitment to engagement, partnership and co-creation - giving our students the opportunity to shape their own learning and their wider student experience, taught by staff who are developed and valued for their excellence and innovation in learning and teaching.

### Our priorities to 2025

- Be a healthy, inclusive workplace where people are engaged and well at work
- Ensure our people have the skills they need to succeed

### Our priorities to 2025

- Brighton Achieves: Enable all our students to succeed and achieve their goals
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## MAKING A DIFFERENCE THROUGH RESEARCH AND ENTERPRISE

As a University we are rightly proud of our research and enterprise, which enriches our teaching, drives important partnerships and collaborations and creates new knowledge - producing genuine impact. This all underpins our ability to sustain a vibrant and attractive environment for our postgraduate research students and our staff.

As many of you will be aware, we have made a lot of changes to how we organise and approach research and enterprise since 2016. We've introduced our interdisciplinary Centres of Research and Enterprise Excellence as well as our five Brighton Futures. The Futures tackle today's most pressing challenges through collaborative research and enterprise, generating new insights and practical solutions to improve lives and transform the way we live. These changes are already driving positive outcomes.

## A GREAT PLACE TO WORK AND LEARN

Providing a modern, attractive and fully accessible environment that meets the needs of our University is a constantly evolving challenge with often competing priorities. It's also incredibly important as it plays directly into our ability to attract and retain both students and staff. So continuous investment in our facilities is a necessity - but with limited resources we know that we can't do everything.

By the summer of 2021, our biggest single capital investment programme will have transformed our largest campus for the benefit of students, staff and the local community. Meanwhile, the Modern Spaces Programme has continued to roll out across all of our campuses. £3.6 million has been invested over the past three years in 130 projects to upgrade learning and teaching spaces in Brighton and Eastbourne.

As we move into this next period of our strategy, we will continue to focus on our existing and new spaces, ensuring our investment and enhancements are clearly aligned to the academic and professional needs of the future - all underpinned by an endeavour to make the University net-zero carbon by 2050.

## INVESTING IN OUR FUTURE

The delivery of our strategic priorities is only possible with a sustainable financial position that ensures we can continue to make strategic investments to achieve our priorities, now and in the future. Increasing our income is key to this, helping us to generate enough financial resource to fund our strategic aims. We need to diversify our income sources and reduce our reliance on government-regulated students fees.

We're all aware of the challenging financial situation facing the whole of the higher education sector and like all other institutions we're facing pressures on several fronts which have a direct impact on our income. Targeted action is already underway, led by much of the work of the Securing our Future programme which is starting to deliver greater efficiency and capacity for us to invest in our future.

## Our priorities to 2025

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**By 2025 - Brighton will be known for its difference.**