

TRANSFORMING LIVES AND OUR REGION



**Our strategy and vision
2020–2030**

FOREWORD FROM THE VICE-CHANCELLOR

The University of Suffolk is all about transformation – transforming individuals, our community, our region and beyond. Education, training and research are powerful tools to support transformation and change; we believe that by providing and facilitating the development of skills, knowledge and behaviours we will enable our students, our community and our region to be enriched, enhanced and impacted socially, culturally and economically.

Our strategy is one that will guide us for the next ten years. We believe that regardless of fads and fashions that come and go, governments and policies that change, and global crises such as the current pandemic that is unprecedented as an event in modern times, the benefits of education remain constant to our students, our community and our world. The University of Suffolk is committed to providing high quality education and research that makes an impact, transforms lives, and this does not waver.

We believe that education is for all, and the transformative power of higher education should be accessible, driving social equality and mobility and acting as a catalyst for change. Many of our students come to the University of Suffolk recognising that they wish to transform their lives in order to transform the lives of others and to benefit the society in which they find themselves. We give our students the skills and opportunities to achieve this, leading to rewarding careers and wider life opportunities.

As a Civic University we recognise our responsibility to support and meet the needs of the regional economy and do this through collaboration with business, industry, and public and third sector organisations, ensuring that we have the skilled individuals required to enhance growth in our region and beyond. Partnership is at the heart of our working practices and we welcome new partnerships that enable further transformation giving wider impact.

The University of Suffolk is also a global university. We recognise that our students leave us and go out to work and influence around the world, through working in global businesses and industries, through travel and working in cities and rural communities. We are proud of our alumni who take the spirit of transformation with them wherever they go. We have valuable partnerships and collaborations worldwide and use these to provide opportunities for our students to develop broader skills and experiences that stand them in good stead to work in a global community. Alongside that our research has global impact, supporting aims of international organisations across the world.

We are proud of the diversity of our community at the University of Suffolk. Staff, students and members of the wider community represent many countries and cultures. In addition, our students come from diverse socio-economic backgrounds, religions, identities, abilities and disabilities. Their diverse experience adds richness to our culture and conversations and gives multiple perspectives to our education and research. This in turn challenges and transforms our thinking and encourages us to learn and work differently, benefitting not only the student and staff experience directly but influencing beyond the time spent at the University, impacting on career choices and working practices over time.



Our new strategy builds on the progress and strengths developed to date. As a young and maturing institution we are proud of our achievements so far. We also continue to work on our own transformation and change, seeing our work as an ongoing journey that we travel together as a community. Our commitment to widening participation and social mobility does not waver; our values require us to become even more creative, inclusive and empowering; as we mature we continue to build a university which is proud of its academic achievement, is built to last and is not only a healthy place to work and study but gives back to the health and wellbeing of our community.

This will be a challenge to us all, not least given the external uncertain changing landscape, but one we are keen to achieve. In order to ensure we are successful we need everyone in our community to commit to our goals. We must be focussed to ensure that the decisions we take support our key priorities and use our resources to best effect. Our people are our greatest asset and a shared vision and determination will enable us to achieve the transformation and success we believe is possible.

It is two years since I joined the University of Suffolk as its Vice-Chancellor and CEO. I am privileged to be in this position and proud to lead the University of Suffolk into the next stage of its maturity. We have energy, passion and expertise and together we have a great future to look forward to. We – the people who work and study here – are the University of Suffolk. Let us not forget our roots as together we spread and grow into the future.

Professor Helen Langton

OUR MISSION AND VALUES 2020–2030

Our mission is to transform lives and our region, through education, training, research, business and community engagement.

- Our vision: by 2030 we will be recognised as an empowering force for individual and community growth and development. We will be recognised for the major contribution we make to the health and wellbeing of the people in our region and acknowledged for lasting social and sustainable economic transformation.
- Our students: will come from a diverse background and be proud to be part of a community impact institution. We will be a community of 10,000 students in our Ipswich campus providing an equity of opportunity and a learning experience that is designed to equip our students with the knowledge, skills and confidence to transform their lives and those of others, by empowering them to develop as professionals ready for the world of work making a positive impact on society.
- Our graduates: will be confident thinkers and professionals ready for the world of work. They will have the breadth of knowledge and experience required; they will be socially conscious and value-driven individuals striving to make a positive contribution to society. In a technologically driven world, our graduates will be digitally competent, globally aware, forward looking, enterprising, enquiring and a voice for change for our future sustainable development.
- Our research: our research and scholarly approach underpinning our curriculum, will be impactful addressing real issues of the communities we serve as well as establishing ourselves as a unique university, known for its distinctive, ethical, impactful and innovative research in our six key areas of distinctiveness.
- Our business engagement: our university will be one of the key business support agencies in the region and the provider of choice for knowledge exchange, innovation, and entrepreneurship as well as the state-of-the-art training provider for our region. We aim to regenerate our local economy by transforming local productivity and targeted sectors, through skills and workforce development.
- Our people: as a connected community, our staff and students will carry the University's values of inclusiveness, tolerance and innovation seeing the University as a fair and friendly place to study and work, a place where they can continuously develop and progress their careers.



OUR VISION

Our core values define us and provide a framework for the way that we will work to deliver our vision.

We are:

■ **Transformational:**

We believe in the power of education to deliver positive change for the individuals and communities we work with.

■ **Inclusive:**

We are a community built on respect, fairness and compassion. We debate our differences sensitively and celebrate the strength and creativity that a diverse community gives us.

■ **Creative:**

We dare to challenge established beliefs, generate new ideas and strive to change the communities we serve. We are innovative in finding new ways and solutions to advance the boundaries of knowledge and address real-life issues.

■ **Empowering:**

We inspire our students and staff to be the best they can be and support them to realise their potential and goals.

■ **Collaborative:**

We thrive through inclusive, trusting and supportive relationships building a sense of community and mutual responsibility, helping us to achieve our shared goals.

■ **Professionalism and service:**

We strive to deliver the highest standards of service and scholarship, both internally between academics and professional services colleagues, and externally between all University staff and members of our wider community.



OUR SUPPORTING STRATEGIES

■ Learning, Teaching and Assessment

Learning at the University of Suffolk will be researched, informed and about an excellent quality academic and social experience for students. Motivating them to take an active role in constructing their future in a collaborative learning environment with their peers and University staff.

■ Research and Scholarly Activity

Our approach to research and scholarly activity will be offering a research-informed portfolio of undergraduate and postgraduate courses as well as developing impactful research addressing real issues of the communities we serve.

■ Business Engagement

University of Suffolk will be one of the critical business support agencies in the region and the provider of choice for knowledge exchange, innovation, and entrepreneurship as well as the state-of-the-art training provider. We aim to transform our local economy by transforming regional productivity and targeted sectors through skills and workforce development.

■ International

We will aim to develop our international presence significantly through partnerships and direct recruitment to our campus. We will also expand our research and knowledge exchange collaborations. Our strategy is about internationalising our curriculum as well as developing our brand abroad.

■ People and Places

The expertise, passion and commitment of our staff mean that the University of Suffolk is a dynamic, exciting and inclusive place to work. We intend to provide a collegiate and vibrant environment which enables our people to be at their best; attracting the best staff and establishing the conditions and structures to support them to deliver the University's objectives and achieve their career ambitions. This strategy details the steps we will take over the next five years to realise this commitment.

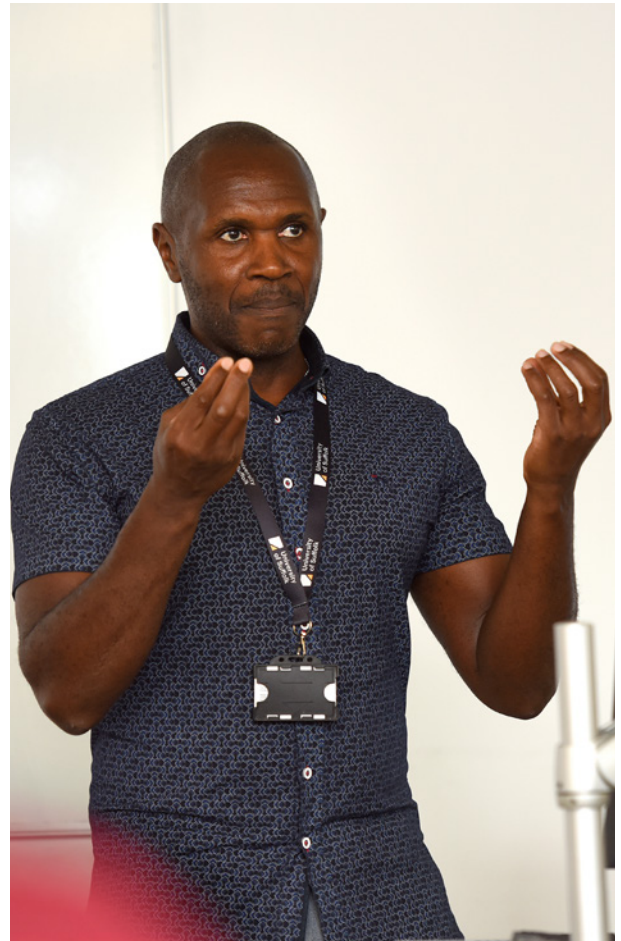


SUFFOLK LEARNING EXPERIENCE

The Suffolk model of guided independent learning will place students at the centre of the learning experience, supported by curriculum content, pedagogical approaches and enhanced academic skills to play an active role in constructing their knowledge. Academic staff will provide frameworks for interaction and collaboration, facilitating enquiry-led learning and reflection, giving students' the ability to address their learning and development needs.

By 2030 our Suffolk learning experience will be:

- **Active and independent learning:**
All students will be supported to become actively engaged in their learning, to participate in stimulating and meaningful contact sessions and guided to reflect on their education, enabling them to take the lead on further enhancing and deepening their understanding beyond the classroom.
- **Technology enhanced:**
All students will be supported by an innovative blended approach to our curriculum enriched by technological advances aimed at generating self-paced and personalised learning in the 21st century.
- **Inclusive learning:**
Inclusive practice in learning, teaching and assessment, recognises and values the diversity of students and appreciates that learning experiences are enriched by varied perspectives.
- **Employer engaged and enterprising:**
Approaches designed to enhance graduate-level employability will be embedded into curricula. This will be facilitated in part by a collaborative approach to curriculum development that will engage students, alumni, employers and practitioners to ensure that both the curriculum content and the assessment methods are well-aligned with the needs of employers and equip graduates to be independent, flexible and able to identify opportunities. We will also develop our students to become enterprising, ready with the right core skills and entrepreneurial mindset to create value and to develop their ideas and businesses as entrepreneurs.
- **Research informed:**
Aligned with the strategy for research and scholarly activity, the Centre for Excellence in Learning and Teaching (CELT) will establish an enhanced staff development plan, with a streamlined selection of staff development opportunities to support enhancement in skills for conducting subject, interdisciplinary and pedagogic research.



RESEARCH AND SCHOLARSHIP

We believe that a strong, high-performing university requires a vibrant research culture generating high-quality outputs and intellectual capital.

As a new university, we will put in place a significant development programme to achieve this goal.

By 2030 we will develop a sustainable research portfolio based on our core academic strengths that is impactful, ethical, practical and innovative.

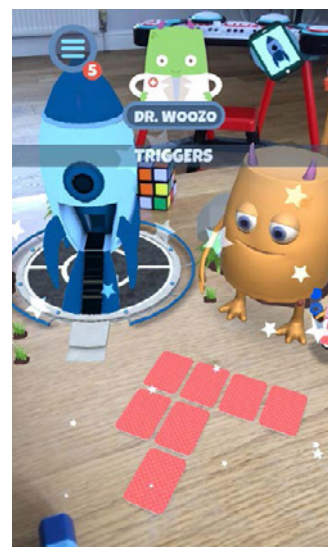
By 2030 we will have:

- A strong research and scholarly culture
- Six significant areas of research distinction recognised nationally and internationally in:
 - Creative Digital Technologies
 - Sustainable Energy
 - Health and Wellbeing including Life and Sports Sciences
 - Crime and Social Justice
 - Pedagogy/Learning and Teaching
 - History and Heritage
- Achieved Research Degree Awarding Powers (RDAP)
- A significant number of staff for REF2027 submission
- A growing and vibrant postgraduate research (PGR) community with over 500 PhD students



World's first augmented reality asthma app shortlisted in national awards

The MySpira app was developed in partnership by the University and Stowmarket-based Orbital Media. The app improves the training of correct inhaler technique, using a combination of augmented reality and game play.



BUSINESS ENGAGEMENT

The University of Suffolk, at the heart of the Waterfront in Ipswich, is based within one of the UK's fastest growing regional economies. As the only University in Suffolk, we play a vital role in the community and economic development.

Through collaboration with businesses and stakeholders, we will address the challenges that face our people and communities within Ipswich, Suffolk and beyond. The goal of this collaboration is to transform local productivity and workforce development.

Through education, knowledge exchange, innovation and enterprise, our graduates will be entrepreneurial and innovative, equipped with the skills and experience to create their own futures and make a positive contribution and impact on society.

By 2030 we will:

- Transform local productivity and targeted sectors through skills development, business and job creation, work-based learning, student and graduate entrepreneurship and support for research and innovation;
- Transform and enhance the student and graduate experience and employment outcomes through the development of entrepreneurship, work-based learning and business engagement in the curriculum;
- Transform our knowledge exchange activity and gain recognition through the region for being a centre of excellence and provider of choice for professional executive practitioner, leadership and management programmes, in short achieving recognition as a distinctive University leader in local and regional economic development.
- The University of Suffolk is already making a significant contribution to the local economy, by generating over £50M. By 2030 we will be aiming to increase this to £120M thus making a substantial contribution to the development of our region's economy.



INTERNATIONAL

We will aim to establish the University of Suffolk as a high-quality provider of higher education, collaborative research, and knowledge exchange internationally. We will broaden and extend our international brand with partnerships in research, learning and teaching and by internationalising our staff and student experience. While we will grow our international partnerships in different parts of the world, we will also grow recruitment of overseas students to our Ipswich campus.

By 2030 we will:

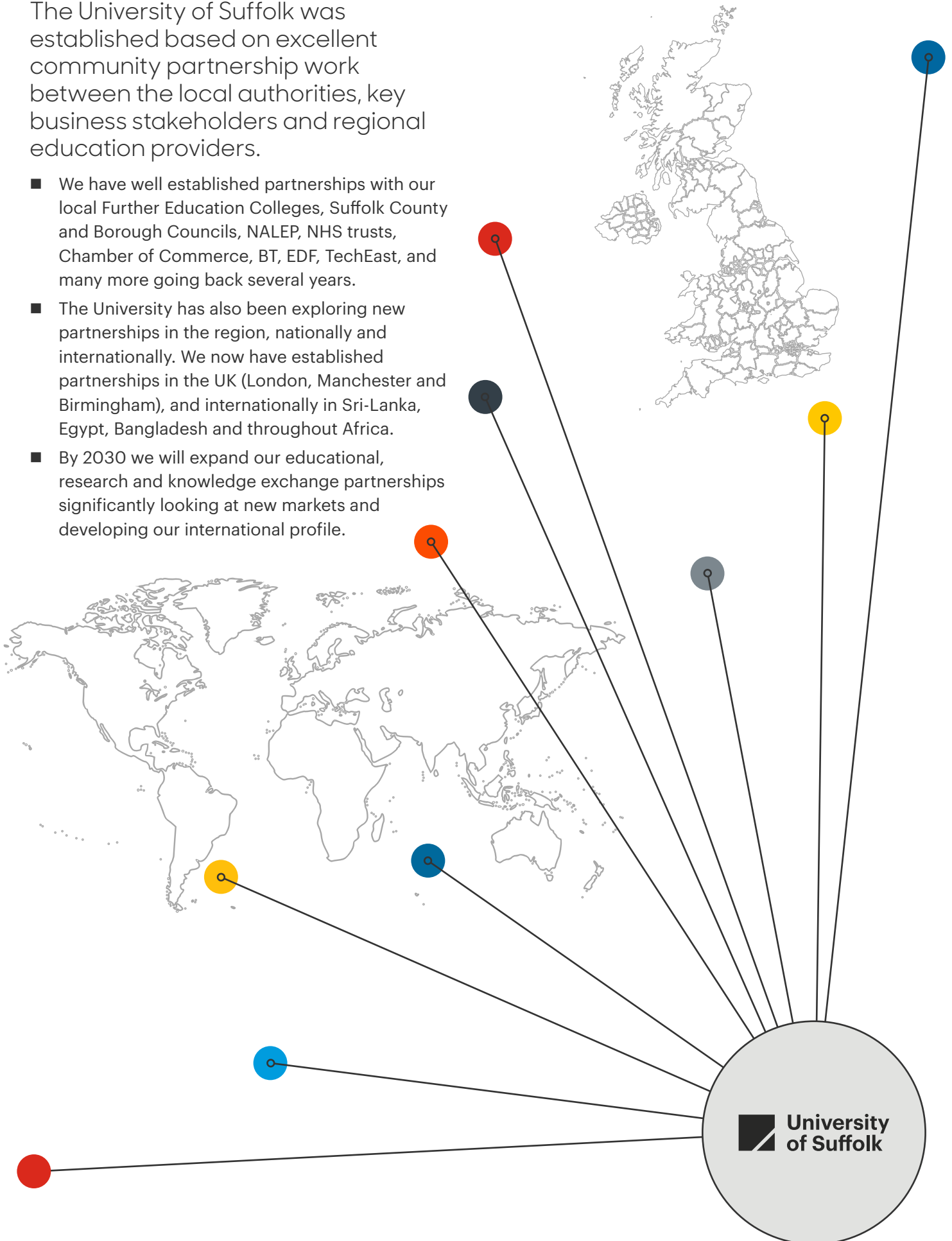
- Establish the University of Suffolk abroad significantly increasing our number of overseas students in our Ipswich campus;
- Have significant overseas partnerships in South East Asia and Africa;
- Have significant online partnership presence for courses in Health and Business attracting students from Africa and the Middle East;
- Have in place an International Foundation course in Ipswich for overseas students progressing to Level 4/5;
- Aim to have 1,000 overseas students at our Ipswich campus studying a variety of our courses.



PARTNERSHIPS

The University of Suffolk was established based on excellent community partnership work between the local authorities, key business stakeholders and regional education providers.

- We have well established partnerships with our local Further Education Colleges, Suffolk County and Borough Councils, NALEP, NHS trusts, Chamber of Commerce, BT, EDF, TechEast, and many more going back several years.
- The University has also been exploring new partnerships in the region, nationally and internationally. We now have established partnerships in the UK (London, Manchester and Birmingham), and internationally in Sri-Lanka, Egypt, Bangladesh and throughout Africa.
- By 2030 we will expand our educational, research and knowledge exchange partnerships significantly looking at new markets and developing our international profile.



PEOPLE AND PLACE

Our People Strategy embraces academic freedom and enquiry; partnership and collaboration; accountability, integrity and professionalism; intellectual and career development; and a respectful, fair and open environment which embraces and supports all members of the University's community.

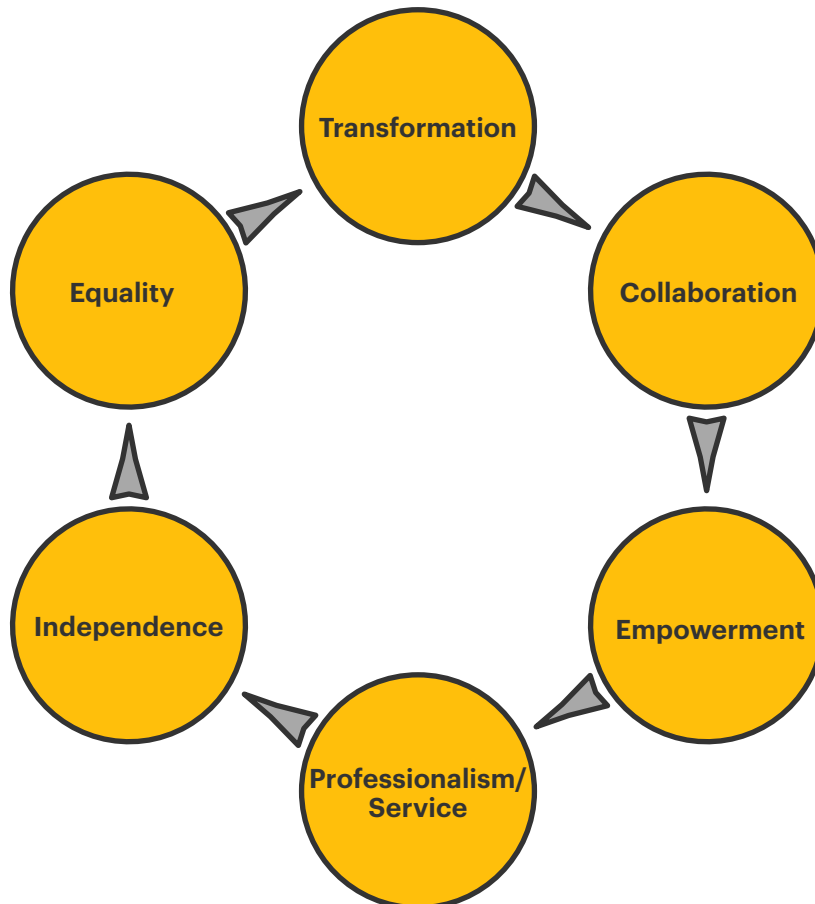
Our Estate Strategy will aim to fulfil our vision that whatever our students study with us, they will do it in state-of-the-art surroundings.

Over the past five years, we have invested millions of pounds across our campus to create environments that showcase the latest teaching methods and support our students to achieve great things. Furthermore, we will embark on an ambitious development programme to have more distinct areas of specialism including buildings dedicated to Health, Business, Technology, Arts and Social Sciences.

We believe in the power of education to deliver positive change for the individuals and communities with whom we work.

We are a community built on respect, fairness and compassion. We debate our differences sensitively and celebrate the strength and creativity that a diverse community gives us.

We champion independence of thought, academic freedom and the challenging of the convention.



We thrive through inclusive, trusting and supporting relationships, which build a sense of community and mutual responsibility and help achieve our mutual goals.

We inspire all members of the University to be the best they can be and support them to realise their potential.

We strive to deliver the highest standards of service and scholarships.

