

# Higher Education: Finding the Future

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## Higher Education

'Education is making the future' – Sir John Fulton



Vice Chancellor University of Sussex 1959-1967

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## Major changes in the last 50 years

- Expansion – 5% to 45%
- Wider participation, fairer access
- Loss of binary system but retention of diversity
- More regulation

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### Major changes in the last 50 years

- Fragile funding
- Growth in non-EU students
- More competition
- Global market
- Recognition that HE contributes to the economy

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### HE's contribution to the Economy

- Universities of Brighton and Sussex  
£1 bn per annum to local economy
- Enterprise and innovation
- Feeder of 'knowledge-based' economy
- HE is a global economy



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### The knowledge based economy

'The increase in the number of number knowledge workers has not led to a decrease in their pay  
...which is what happened for low-skilled workers'

**Andreas Schleicher, Sept 2010**  
Education Policy Advisor of the OECD Secretary-General

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## Challenges for HE

- What is the university of the future?
- How will we protect HE values?
- How will we adapt to:
  - New funding models?
  - Marketisation, 'privatisation' ?
  - Globalisation?
  - Changes in student demand
- Celebrate equality and diversity

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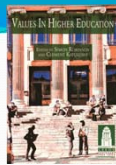
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## Core values: The 4 Pillars

Dearing Inquiry, 1997



- To inspire and enable individuals to develop their capabilities to the highest potential levels throughout life, so that they grow intellectually, are well equipped for work, can contribute effectively to society and achieve personal fulfilment
- Increase knowledge and understanding for their own sake and to foster their application to the benefit of the economy and society

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## Core values: The 4 Pillars

Dearing Inquiry, 1997



- Serve the needs of an adaptable, sustainable, knowledge-based economy at local, regional and national levels
- Play a major role in shaping a democratic, civilised, inclusive society

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## Challenges for HE –The specifics

- Continue to improve the student experience?
- Improve our students' employability
- Produce high impact internationally competitive research?
- Maintain and where appropriate grow our estate?
- Reduce energy consumption?
- Find efficiency gains?

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## Core values – Academic freedom

**The academy will excel only where it is free to challenge and criticise**

Geoffrey Crossick says that short-term crisis should not be allowed to curtail Britain's ability to succeed in a changing environment

Geoffrey Crossick, Oct 2010  
VC, University of London

**The distinctive British graduate, educated to be challenging, critical, analytical and imaginative, should not be abandoned to a short-term conception of skills**

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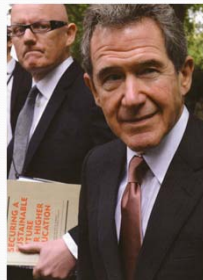
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## Freedom – but only over fees?

**Higher Education Council?**

'The less money the taxpayer gives you, the more hoops you have to jump through'

David Palfreyman, Oct 2010  
Director, Oxford Centre for HE Policy studies



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## Student concerns

- 'The market'
- Removal of 'the cap'
- Minimum UCAS tariffs
- Waste, inefficiencies
- Loss of QAA, OIA



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## Student concerns: ICT

**NUS study – Report to HEFCE, October 2010**

- Student choice – multi modal, blended
- 'Horses for courses' !
- Appropriateness
- Competence of academic staff?

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## Student concerns: ICT

**Main findings**

- 72.8% Use ICT for fun and study
- 43% Want 'blended' learning
- 90% Internet benefited studies
- 81% Self taught
- 42.9% Want teachers to use more ICT

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## Student concerns: ICT

### Main recommendations

- Need for institutional ICT strategy
- Institutional organisation and planning
- Funding strategies
- Embed in new courses
- Review use of VLE

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## How is Sussex rising to the challenge?

- Ambitious strategic plan
- Keep true to traditional values
- Respond decisively to funding changes
- Seek opportunities for growth
- Focus on quality in core activities
- Measure outputs and make the case for HE!

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## University of Sussex: The specifics

- Strategic Plan - 2009
- Restructured – academy and professional services
- Strengthened academic and professional services leadership
- Campus development plan, carbon targets
- Internationalisation strategy
- Reflect on university rankings!

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## University of Sussex: The specifics

**Strategic Plan: 8 Goals**

- 1. Innovative research and scholarship**
  - Research themes
- 2. Inspirational teaching and learning**
  - Priority areas for development
- 3. Enhancing the student experience**
  - 'Sussex Plus'



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## University of Sussex: The specifics

**Strategic Plan: 8 Goals**

- 4. Engaging with business and the community**
  - Enterprise and development Fund
- 5. Developing excellence in our staff**
  - Leadership development programme
- 6. Working with the best**



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## University of Sussex: The specifics

**Strategic Plan: 8 Goals**

- 7. Managing effectively**
  - Decision making, Strategic planning, governance
- 8. Operating sustainably**
  - SDF, diversify income, enhance info systems, energy



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## The future of a campus based university?

- Impact of e learning?
- Blended programmes?
- Part time learning?
- Residential needs?
- What will it cost?



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