

STRATEGIC PLAN 2012-2017

**CREATIVE.
CONNECTED.
COURAGEOUS.**



**STRATEGIC
PLAN 2012–2017**



PROJECTING OUR VISION

Falmouth has a strong and ambitious vision for the next five years – one that will permeate everything we do. The creative projections on the following pages not only reflect our core values and objectives for achieving this vision, but also show off why Falmouth is in the running to become a world-class creative institution.

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A crucible for tomorrow's best creative talent.
The £19 million Performance Centre provides high-specification facilities that encourage collaboration and nurture groundbreaking creativity.

OUR GOALS:

01
UNIVERSITY
TITLE BY 2014

02
RESEARCH DEGREE
AWARDING POWERS
BY 2016

03
INTERNATIONAL TOP 5 SPECIALIST
ARTS UNIVERSITY STATUS BY 2017

FOREWORD

For over 100 years, University College Falmouth (UCF) has been a dynamic centre for creative learning and innovation. In our Strategic Plan 2012 – 2017, we present a vision that will enable us to build on this legacy and achieve our ambition to be one of the top five specialist arts universities in the world by 2017.

UCF has grown rapidly in the last five years, almost doubling in size. With a comprehensive portfolio that uniquely and equally spans the disciplines of art, design, media, performance and writing and is available at Foundation, BA, MA and PhD levels, we are the complete specialist arts institution.

Thanks to significant investment, our facilities are pitched at industry standard and our staff are appointed because they are respected and experienced professionals in their fields. Since 2007, the creative industries have grown exponentially and are now one of the fastest growing economic sectors in the UK. Our students graduate with confidence that they're about to join one of the most buoyant employment markets in the world.

Looking ahead, we have identified three specific goals:

- University Title by 2014
- Research Degree Awarding Powers by 2016
- 'Top 5' specialist arts university status by 2017

We recognise that each of these goals will require ambitious approaches. This strategy outlines five key objectives that will inform our actions during the next five years and help us achieve our goals.

We believe these five objectives will ensure UCF's financial health, enable us to maintain quality and ensure we are sustainable against all key measures. As we regard academic success as central to financial sustainability, this strategy safeguards the quality of our students' experience and seeks to maintain high levels of student satisfaction by keeping our portfolio under continuous review. Our future plans also place research and innovation at the core of our activities and capitalise on the

important role the creative industries play in building a strong knowledge economy.

A notable feature of this strategy is that it extends our emphasis on employability and employer engagement, and responds to the demand for creative graduates both in creative disciplines and other sectors. This strategy recognises the importance of our position as the only higher education institution headquartered in Cornwall and our determination to play our part in the growth and success of the region – especially as the creative and cultural industries are already a significant economic sector in Cornwall. Finally, it positions all our activities within an international frame as befits an institution with increased ambition and which is operating in a global sector.

To achieve our objectives, we'll work in close collaboration with universities and colleges, public representatives, the business community and other partners to develop new approaches that ensure UCF's quality and sustainability. Our staff – our most valuable resource – will be central to delivering these objectives. The following pages set out the mission, values and objectives that will guide our work over the next five years, ensuring a balance between continuity and necessary change. We hope it will provide a starting point for an open, constructive discussion with everyone who has an interest in the ongoing success of University College Falmouth.



Professor Anne Carlisle
Rector & CEO,
University College Falmouth



ABOUT UNIVERSITY COLLEGE FALMOUTH

UCF is a specialist institution operating across all the art forms: art, design, media, performance and writing.

The University College is a major creative hub located in the centre of Cornwall, an inspirational place with a long history of creative and cultural innovation that's now home to one of the largest creative industries clusters in the UK.

We are a concentrated community of innovative thinkers, makers and doers. Our educational philosophy builds upon the Falmouth tradition of teaching our students high-level skills whilst encouraging them to think laterally, be experimental and operate professionally across a range of disciplines. As a result, we produce highly employable and professionally astute graduates with the expertise to be successful in the growing creative and cultural industries, as well as the flexibility and imagination to apply their creativity for the benefit of many other sectors.

Our research and innovation agenda is built on our areas of strength and responds to many of the big questions of our age. Managed through our Academy for Innovation & Research (AIR), it has a particular focus on Digital Economy and Sustainable Design. We also pride ourselves on an interdisciplinary outlook that means we bring creative insight and research impact not only to the creative and cultural industries, but also to a wide range of other public and private sectors.

We are highly committed to playing our part in 'growing' Cornwall and we regard the county's success as intrinsically linked to our own. Arming our graduates with the skills to successfully set up their own businesses is a high priority – one that will benefit not just the region, but also the wider UK economy.

UCF's outlook is international and our portfolio increasingly internationalised. We believe this diversification thoroughly enriches the student experience and improves social mobility. More and more, we benchmark ourselves against international comparators and competitors as well as UK institutions, because the rapid growth and impact of the creative industries is unquestionably a worldwide phenomenon.

Our History

Originally founded as Falmouth School of Art in 1902, over its 110-year history University College Falmouth has grown from a small art school of less than 200 students to a specialist multi-arts University College with around 3,400 full-time students studying art, design, media, performance and writing programmes. The University College is situated on two main campuses: Woodlane in Falmouth and Tremough in Penryn. The historic Woodlane is home to Fine Art, Graphics, Illustration, Fashion and Foundation Studies. In 1999, UCF acquired a large site at Tremough in Penryn, which we have developed as a joint venture with University of Exeter. Over £100 million of investment, supported by European Regional Development Fund (ERDF) Convergence, the South West Regional Development Agency (SWRDA) and Higher Education Funding Council for England (HEFCE) funding, has produced an exemplary campus with facilities for Photography, Media and Design – two thirds of all our students are now housed there. In 2008, UCF merged with Dartington College of Arts, which relocated to a £19 million purpose-built Performance Centre at Tremough in October 2010. In 2012, two further new facilities open at Tremough – the Academy for Innovation & Research (AIR), and The Exchange, a major extension to the library to provide new types of learning spaces and facilities.

A major cultural hub in the heart of Cornwall: University College Falmouth's campuses at Tremough (top left) and Woodlane (bottom left).

OUR MISSION

The writing on the wall. University College Falmouth's mission rings loud and clear in everything we do.

TO BE A WORLD CLASS
UNIVERSITY THAT GIVES
CREATIVE MINDS
INSPIRING FUTURES



OUR VALUES

CREATIVE

**UCF IS A SPECIALIST INSTITUTION
OPERATING ACROSS ALL THE ART
FORMS: ART, DESIGN, MEDIA,
PERFORMANCE AND WRITING.**

Making giant leaps forward. Our first core value: **Creative.**

Former BA(Hons) Choreography student Maisha Kungu in full flow. This image shows her performance projected onto the exterior of the Performance Centre.



OUR VALUES

CONNECTED

**MAKING CONNECTIONS AND
BUILDING REAL COMMUNITY AND
INDUSTRY PARTNERSHIPS IS HOW
WE TRANSLATE BRILLIANT IDEAS
INTO SUCCESSFUL CAREERS.**

**AIR goes into live
transmission.**

Our second core value:
Connected.

Falmouth's Academy for
Innovation & Research
(AIR) meets Goonhilly
Earth Station – projecting
Cornwall's knowledge
economy and creative
industries globally.



OUR VALUES

COURAGEOUS

A SUPPORTIVE YET CHALLENGING ENVIRONMENT WHERE OUR STUDENTS AND STAFF CAN BREAK BOUNDARIES, BE BRAVE AND LET THEIR ENTREPRENEURIAL SPIRIT AND IMAGINATION SOAR.

Truly committed to our art, whatever it takes. Our third core value: **Courageous**.

Acclaimed photographer and associate lecturer on BA(Hons) Press & Editorial Photography, Guy Martin, captured the Arab Spring as it unfolded for the Wall Street Journal.

TO MAKE OUR MISSION
REALITY, WE'LL BE
WORKING TO FIVE
CORE OBJECTIVES



OBJECTIVE 1

TO EXPAND AND DIVERSIFY WHAT WE DO

Ready for take off.

Our first objective sees us aiming high in our ambition to expand our portfolio and respond to global demands. Words from our Strategic Plan superimposed onto a plane at Newquay Cornwall Airport, which, together with its associated Aerohub Enterprise Zone, will be a key driver in the regeneration of Cornwall.

HOW

Flexible courses tailored to meet the needs of learners

We will introduce new flexible interdisciplinary courses tailored to meet learners' needs. To extend our offer and reach, we will seek partnerships with Further Education and private providers, and harness our in-house experience in CPD, online and blended learning delivery methods.

We will consolidate our full-time undergraduate provision in high performing, high volume and sustainable courses.

Business-facing courses

We will introduce new externally-facing courses, including programmes that enable students to set up a business while studying.

New provision in growing creative industries sectors

We will introduce new academic programmes in creative computing, gaming, social media, creative leadership, business and management, and a graduate entrepreneurship programme.

Learning and leisure market

We will develop provision in the burgeoning learning and leisure market, including short courses packaged with on-campus accommodation and visits to Cornish attractions, businesses and landmarks.

WHY

We believe that our academic portfolio must be driven by demand, and must address the challenges of greater competition in the era of student choice, skills gaps in the creative industries and social responsibility.

We believe that we will continue to grow and thrive in the new marketplace of higher education, by offering an expanded range of provision in the creative disciplines, available when and where the learner requires.

To achieve our plans for growth and sustainability, we will harness our intellectual, physical and geographical assets to ensure that the institution is open for business, and accessible to learners, at all times.

Measures of Success	Baseline 2012	Target 2017
Number of full-time UK/EU students enrolled (full-time equivalent)	3,439	4,500
Number of part-time UK/EU students enrolled (headcount)	119	600
Number of postgraduate research students enrolled (headcount)	36	70
Application to place ratio for full-time undergraduate Programmes	3.63 : 1	7:1
Earned income: proportion of income generated from commercial ventures	1%	5%



OBJECTIVE 2

TO PRODUCE SATISFIED GRADUATES WHO GET GREAT JOBS

Spirit of success.
Our second objective is to ensure even more of our graduates go on to great careers – like these great success stories (clockwise from top left):

Angus Walker, MA Broadcast Journalism, now China editor for ITN.

Nina Saada, MA International Journalism, now assistant editor and associate producer for NBC news.

Klaus Kruse, BA(Hons) Theatre, co-founder of Living Structures, who have toured extensively across Europe.

Jun Kamo, BA(Hons) Performance Sportswear Design, now a designer at the Nike Innovation Centre in California

Jemma Westing, BA(Hons) Illustration, now a book designer for Dorling Kindersley.

HOW

Produce high quality employable graduates

We will equip our students with the skills, competencies and attributes they need to thrive in the knowledge economy.

Industry informed curriculum

We will continue to design and refine our academic portfolio in concert with employers, our alumni and industry experts, and continue to invest in industry-standard facilities.

Support graduate business start-ups

We will expand our network of business advisors, mentors and angels to help our students set up businesses while they are studying. We will establish a Graduate Entrepreneurship Programme.

Establish industry mentoring, placement and internship schemes

We will establish a Placement & Internship Unit to ensure direct industry experience and business skills are a feature of all our courses.

Professionally connected staff

We will establish an international Visiting Professor and Industrial Fellowship programme and will incentivise staff to enhance their industry connections through secondments, partnership arrangements and new types of contract.

WHY

We believe that our students make a significant investment in their future by choosing to study at UCF. In return, we will strive to deliver high levels of student satisfaction and prepare our graduates to achieve enhanced career progression and earning power throughout their careers.

We believe in a creative, connected and courageous approach to graduate employability. We will encourage our students to take responsibility for their careers from the beginning of their course of study. We want our graduates to be highly employable, but also to be entrepreneurial and to create jobs for themselves and others within Cornwall's vibrant creative economy.

We have a further responsibility to raise levels of employment in the region, and retain greater levels of graduate talent in Cornwall.

Measures of Success

	Baseline 2012	Target 2017
National Student Survey: overall satisfaction across the institution	75%	85%
Proportion of leavers in graduate-level employment six months after graduation	60%	70%
Proportion of leavers in self employment six months after graduation	16%	20%
Proportion of leavers working or studying in the South West six months after graduation	50%	60%



Leading lights who pioneer new approaches, techniques and ways of thinking.

Our third objective is to build on Falmouth's strong track record of innovation – like BA(Hons) 3D Design graduate, Tom Raffield, who developed a new method for steam bending wood while at Falmouth and whose work now sells across the globe. This image shows Tom's work superimposed onto a ship being built at Falmouth Docks, which is also working with the University College – helping spread design innovation around the world.

OBJECTIVE 3

TO BE CELEBRATED FOR OUR RESEARCH AND INNOVATION

HOW

Building staff capacity and capability

We will increase the capacity and capability of our staff to research and innovate through strategic investment in existing staff and the appointment of high performing researchers and research fellows.

Focusing our research agenda

We will use AIR to build our research and innovation agenda – focusing on the Digital Economy and Sustainable Design.

Achieving Research Degree Awarding Powers (RDAP)

By 2016, we will submit our application for RDAP – an important indicator for any university with serious ambitions in research and innovation.

Improving our research performance

We will improve our performance in the run-up to the Research Excellence Framework (REF) 2014 in the key areas of research outputs, impact, income and postgraduate research students.

Increase and diversify our research collaborations

We will increase the number of research partnerships and interdisciplinary collaborations with external partners.

Knowledge exchange

We will continue to embed knowledge exchange as a core part of our mission. Our management of intellectual property will facilitate new initiatives and encourage staff and student entrepreneurship.

WHY

We believe that our research and innovation activities should focus on fields where UCF can build significant volume and depth and which respond to the grand challenges identified by the national research agencies. The AIR themes of Digital Economy and Sustainable Design connect to regional growth plans and have major potential for national and international impact.

We recognise that in an environment where greater research concentration is likely, it will be important to undertake excellent research funded from a variety of sources and to engage more in collaborative interdisciplinary research projects with other higher education institutions, businesses and research agencies.

We believe our knowledge exchange will stimulate economic prosperity and promote civic pride through social and cultural development in the region and further afield.

Measures of Success	Baseline 2012	Target 2017
Proportion of Research & Innovation income relative to total university income	4.5%	6.2%
Proportion of academic staff who are active and recognised researchers	55%	75%
Proportion of research recognised as internationally excellent or world-leading in the REF 2014	27%	40%
Number of spin-outs from the university	3	27
Number of companies involved in collaborative Research & Development (per year)	45	70



OBJECTIVE 4

TO HELP GROW CORNWALL

An ideas lab for creative growth.

Our fourth objective is to help grow Cornwall. The Academy for Innovation & Research (AIR) will accelerate the growth of the creative industries in Cornwall and boost employment opportunities in the region.

HOW

Retain graduate talent in Cornwall

We will work alongside other agencies in Cornwall to develop support systems to retain more of our creative talent for the benefit of Cornwall and the Isles of Scilly. This will include widening participation and recruitment of students from Cornwall's lower socio-economic areas and through our access arrangements.

Support the growth of the creative and cultural industries in Cornwall

We will establish AIR as Cornwall's centre for the creative industries. By offering practical support to businesses, we will raise levels of business innovation, competitiveness and productivity in Cornwall.

Support incubation and spin-outs

We will use AIR as a pre-incubator and to spin out graduate and staff ventures into the Tremough Innovation Centre (TIC) and other 'grow on' space.

Engage with key sectors and agencies

We will bring creativity to a wide range of sectors outside the creative and cultural industries. We will also actively engage with the regional agencies and bodies responsible for development of the region.

WHY

We believe that raising aspirations and prioritising access to higher education (HE) is an essential component to growing Cornwall. As the number of HE places per head of population is lower than the national average, we will continue to work with Combined Universities in Cornwall (CUC) partners to improve HE participation in the region.

As a specialist creative institution, we recognise that we have an important contribution to make to the region as a creative engine. The cultural and creative industries are already a significant sector in the Cornish economy and a growing number of creative professionals and businesses based in Cornwall export their services nationally and internationally.

We are pleased that creative graduates are now also highly sought after outside of the creative industries. We will continue and build upon our work with a range of other sectors such as health, environment, and energy.

Measures of Success

	Baseline 2012	Target 2017
Proportion of undergraduate students recruited from Cornwall	21%	25%
Number of Business Assists in Cornwall (per year)	73	85
Number of new jobs created in Cornwall	144	406



OBJECTIVE 5

TO BE INTERNATIONALLY SIGNIFICANT

In constant dialogue with the creative industries worldwide. Our fifth objective is to be internationally significant. From Shanghai to Woodlane, Sri Lanka to Tremough, Falmouth's students, staff and researchers

work with higher education institutions and businesses across the globe. This image shows the famous Shanghai skyline superimposed onto the Woodlane campus, representing the international conversations that take place here.

HOW

More international students

We will attract more of the world's most talented creative students to our programmes at all levels. This will include strategic use of scholarships in key programme areas as well as an increase in blended, online and in-country learning.

Better market intelligence

We will introduce academic provision that takes account of global challenges and international student demand. We will also be strategic in promoting selected programmes in specific priority countries.

A more global curriculum

We will prepare our graduates for careers in the global workplace by ensuring that our curricula are truly international in scope and content.

Greater inward and outward mobility

We will increase the mobility and global perspective of our staff and students through international exchanges, Study Abroad opportunities and a distinguished visiting scholars programme.

A focus on strategic alliances

We will develop international partnerships of clear mutual benefit with other high quality arts universities, creative organisations and employers around the world. We will be active members of key international networks.

An overtly international campus

We will develop a learning and living experience that is tuned to the needs and expectations of international students, while also retaining a sense of place.

WHY

The creative and cultural industries account for a significant and growing proportion of many national economies. These economies continue to look to the UK for cutting-edge creative output and thinking so we must equip our graduates with the skills, understanding, networks and experience to exploit the global opportunities available to them.

A specialist arts university needs productive, strategic relationships with like-minded universities around the world – married with an increasingly diverse and mobile staff and student population – if its graduates are to prosper in the global creative industries.

Given our ambition to be recognised as one of the world's leading arts universities, increasing our international reputation for specialist learning and teaching, research and innovation will be a major, institutional priority.

Measures of Success	Baseline 2012	Target 2017
Number of international students enrolled (headcount)	117	408
Number of international strategic partnerships in place	–	15
Number of international student and staff exchanges in place	29	95



MONITORING OUR PROGRESS

A balanced approach to monitoring and evaluation.

Falmouth has developed a set of high level performance indicators, which draw on quantitative and qualitative information to provide an overview on how well we are achieving our objectives.

Governance

The Board of Governors approved this Strategic Plan in March 2012 and is responsible for monitoring it through quarterly and annual reports from the Rector & Chief Executive and other senior staff. The objectives in this Strategic Plan are underpinned by the sub-strategies, as well as by the Schools' business plans and professional service plans, which demonstrate the contribution from different areas of UCF to meeting our overall objectives.

Key Performance Indicators

Over the last five years, we have strengthened our processes for monitoring and tracking the outcomes from our activities. This helps to inform our future strategy and build the evidence base to demonstrate the importance of creative arts education and the creative industries to the economy and wider society.

At UCF, we ensure our approach to monitoring and evaluation is balanced. We acknowledge the sense in the statement attributed to Albert Einstein that "not everything that counts can be counted and not everything that can be counted counts".

We have developed a set of high level performance indicators, which draw upon quantitative and qualitative information to provide an overview of how well we are achieving our objectives and how near we are to meeting our goals. We actively use the information gathered to develop and refine our strategies and to communicate the resulting achievements and outcomes.

Directorate, deans, heads of department and heads of professional services will review their individual contribution to strategic goals at agreed intervals throughout the year. Other staff will do so annually through the Performance Development Review process.

Risk management

The Board and its committees are responsible for identifying key risks to the University College and for ensuring appropriate and flexible management responses. The aim is to ensure that UCF operates a 'no surprises' culture and that the Board has early indication of any major threats to the delivery of our overall ambition and to our sustainability.

Many of the issues that face us in attaining our goals and in fulfilling our objectives also carry significant risks. The Board will receive regular reports on risks and on management action to ensure that their impact is mitigated.



Learning & Teaching Strategy

Regional Development Strategy

Internationalisation Strategy

Research & Innovation Strategy

Valuing and developing our staff

Our success depends on the commitment, creativity and professionalism of our staff, and we intend to develop an increasingly strategic approach to human resource management. We will ensure that all staff understand their role in delivering our ambitions and that their contributions are recognised and rewarded. Staff objectives at all levels will link back to this Strategic Plan and to the business plans of the Schools, AIR and professional services that underpin it. We will continue to develop new ways to acknowledge and reward staff contributions to UCF's success. We will continue to invest in staff development and management development to ensure staff have the skills to be effective in their roles. All newly appointed teaching staff without an appropriate qualification will be required to follow a programme which helps develop their skills in aspects of learning and teaching. We will also encourage all staff across the University College to gain professional qualifications.

Operational sustainability

UCF will continue to manage effective cost control and to manage our investments and risks. Over 50% of funding for our estates and infrastructure developments over the past five years has been secured externally; this has enabled us to generate surpluses for reinvestment at both Woodlane and Tremough. We aim to maintain these surpluses with a target of 6.6% of turnover.

In the past ten years, we have invested over £89 million in new facilities. The majority of this has been managed through Tremough Campus Services, our joint venture with our partner on the Tremough Campus, the University of Exeter. Looking ahead, major developments include: new facilities for research and enterprise (AIR); an extension to the library and a new social

learning centre at Tremough (The Exchange); and additional student residential accommodation at Glasney Parc and Penryn Station. The potential for a new professional services building at Tremough will also be investigated. Other planned improvements include implementing our art and landscaping plans at both Woodlane and Tremough. Meeting our environmental and space utilisation targets will remain a high priority, as will improving our procurement strategies.

Business and resource planning

In 2010/11, following a major review of our academic portfolio, we introduced a new academic framework, new business planning processes and a devolved Resource Allocation Model (RAM) – all designed to encourage entrepreneurial behaviour and efficiencies that enable new investments in improving the student experience. We will continue to develop our new business planning procedures and tools, as well as integrating more fully the planning processes of profit centres and the service areas that support them. The Workload Allocation Model (WAM) has provided greater levels of equitability in teaching workloads for academic staff, and transparency about timetable learning hours for students.

E-learning and student facilities

We will enrich the student experience by investing in and ensuring the use of technology enhanced learning in all our core curricula and in meeting the needs of students on our planned CPD, part-time and online programmes. We will also continue to work actively with our student advisory groups to ensure that our future investments meet students' needs most directly and appropriately.

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AFTERWORD

BEING SPECIALIST REALLY IS SPECIAL

Differentiation is increasingly important in the new higher education landscape. At UCF, we thrive on being part of – and helping shape – Cornwall's great creative tradition.

This Strategic Plan positions the University College to seize the opportunities that arise from being at the heart of a vibrant, growing and influential creative industries hub.

Our unique legacy, creative educational community and location ensure that, at Falmouth, being specialist really is special.

Professor Anne Carlisle
Rector & CEO, March 2012



Credits

Concept & Design
Nixon
nixondesign.com

Copywriting
University College Falmouth
and Stranger Collective
stranger-collective.com

Editor
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Thank you to all the other
photographers who contributed

Print
St Austell Printing Co. Ltd
sapc.co.uk

CREATIVE MINDS INSPIRING FUTURES