

ONION

PORTFOLIO
STRATEGY

DOING IT
FOR REAL

FALMOUTH
UNIVERSITY



DOING IT FOR REAL

This strategy is designed to shape both our portfolio development (of new courses, partnerships and delivery models) and our pedagogical development (our curricula, learning culture and assessment design).

It anticipates both the market opportunities ahead - stimulated by the high-value applications of automation and robotics, machine learning and artificial intelligence, augmented and virtual reality - and the skills that will be most prized in the future economy.

We want our graduates both to thrive in the Creative Industries of the future but also to bring their skills and experience to other high-growth sectors and emerging markets in what's been called the 4th Industrial Revolution.

In support of this twin ambition, Falmouth's defining educational principle is 'Doing it for Real'. The characteristics of our approach – market-alignment, diversification, flexibility, trans-disciplinarity, challenge and teamwork – are each unpacked in the following pages. Why are these characteristics important to us and what do we plan to do?

Each year, staff will be invited to devise and deliver a programme of high-impact, supporting projects in relation to each characteristic, ensuring that our portfolio remains fit for purpose and that our pedagogy fosters great outcomes for our future graduates.

A set of toolkits can also be found at the back of the strategy, providing information and guidance to support staff with the transition to the 2030 way of working.

Top line, left to right: Dinu Li, Course Coordinator: Photography; Faye, Head of Television; Derek Hayes, Course Coordinator: Animation & Visual Effects

Middle line, left to right: Fay Freeman, Lecturer: Interior Design; Professor Paul Springer, Director of the School of Communication Design and Director of the School of Writing & Journalism; Emily Whelan, Stores Assistant: Institute of Photography

Bottom line, left to right: Nick Dixon, Head of the Launchpad Programme; Jo Tatters, Senior Administrator: The Fashion & Textiles Institute



Professor Chris Morris

Director of the School of
Film & Television

MARKET ALIGNMENT

WHY

The Creative Industries are of critical importance to the UK's productivity and its future, global position. They are growing at twice the rate of the wider economy. But in order to unlock all of the market opportunities in automation and robotics, in immersive environments and artificial intelligence, the Creative Industries need a richer mix of mathematical, technological, engineering, scientific as well as creative talent. And in the wider economy, creative graduates able to 'bridge' into other high-growth sectors are becoming particularly sought after. New technologies are opening up new billion-dollar markets – everything from the Experience Economy to Consumer Robotics and the Internet of Things – that need graduates with fluency across disciplines and human skills of the highest order.

For its own long-term sustainability, Falmouth needs to be able to attract a broader range of students, from different disciplinary backgrounds, that can see the technology-driven opportunities in the Creative Industries but also the wider potential of the 'creative bridge'.

HOW

Portfolio Alignment

We are ensuring that our portfolio is aligned to technology-driven developments both in the Creative Industries themselves but also in their wider, market applications in the future economy. This means new provision – in VR, immersive computing, AI, robotics, the Experience Economy, business and entrepreneurship – but also radical change to established provision.

Richer Applicant Mix

We are campaigning to attract a richer mix of talented applicants to Falmouth - including those from science, technology, mathematics, social science, humanities and engineering backgrounds - that understand their potential in the creative value chain and are able to cross the creative bridge into other high-growth sectors. This richer mix will also graduate with all the human, emotional skills that the UK economy needs in an increasingly automated world.

2030 TARGETS

STUDENT NUMBER GROWTH

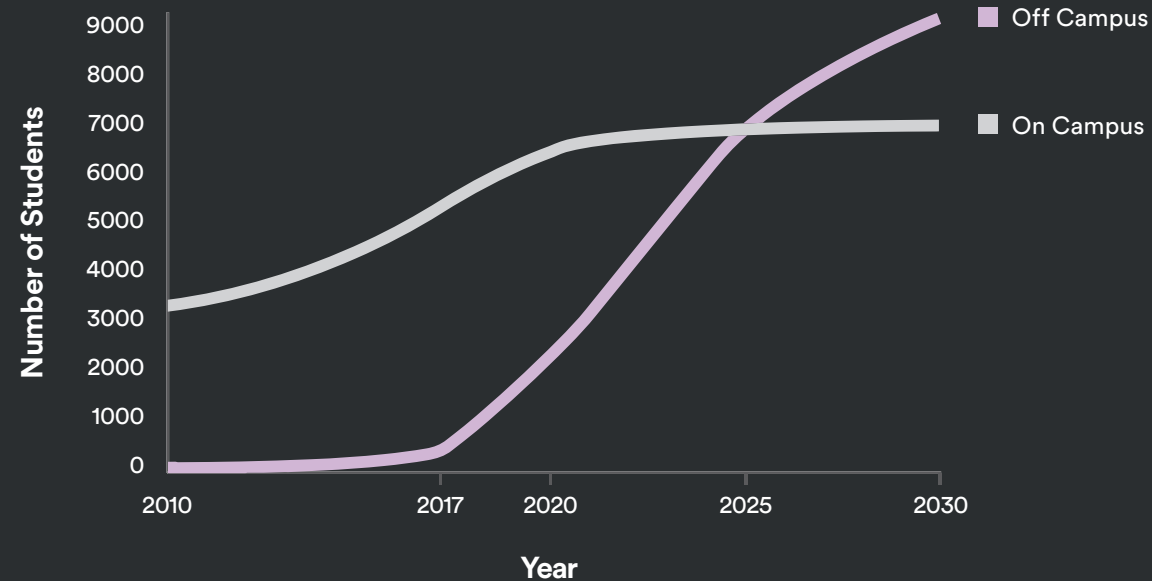
BASELINE 2016/17:

5428

TARGET 2030:

15500

STUDENT GROWTH PROJECTIONS



DIVERSIFICATION

WHY

With another billion consumers about to come online, with global Higher Education enrolments predicted to grow by more than 150% to 332 million by 2030, a fast-changing labour market in which lifelong learning is becoming essential, and the need to reach more students from disadvantaged backgrounds, Falmouth is becoming much more adept at packaging up its content for delivery to different audiences and different markets.

We know that global population growth is concentrated in the developing world, where high-quality HE is in very short supply. How can we bring Falmouth's content to these markets? We know, too, that the global workforce needs to adapt more rapidly than ever before, as occupations evolve alongside increasingly capable machines. How can Falmouth meet this demand for lifelong learning and continuous professional updating?

By 2024, we aim to have more students enrolled in our off-campus provision than on-campus courses. To achieve this, we are accelerating our portfolio diversification into new markets, new modes and new subjects.

HOW

New Forms

We are packaging our content into new forms to open up and address new markets. This means expanding **Falmouth Global** to offer more provision in London, Berlin and other creative centres. And expanding **Falmouth Flexible**, our online brand, to reach a wider range of audiences. We are creating more short courses, accelerated courses, blended, work-based and apprenticeship offerings with industrial and academic partners across the world, creating many more progression and articulation routes into the University.



Sara Pugh

Senior Lecturer: Entrepreneurship

FLEXIBILITY

WHY

The convergence of the physical, digital and biological realms is rapidly transforming how we live, work and play. Customer expectations in virtually every sector are being radically re-shaped and HE is no different.

New, digitally-savvy students expect their HE experience to be me-centered, on-demand, omni-channel, lifelong, pay-as-you-go, immersive, and they need to graduate with greater fluency across disciplines in order to thrive in this increasingly convergent world.

HOW

Personalisation

We are enabling our students to learn with us on-campus, online, at our partner locations around the world and, increasingly, in combinations of all three. We are enabling them to choose the pace at which they study with us.

New Curriculum Structure

In order to prepare our students for automation-driven shifts in the global labour market and to rise to the opportunities afforded, we are developing a curricular structure that enables students to pursue their major area of study whilst also working across and beyond their discipline, and to personalise their Falmouth experience, through modular choice and project options.



James Fisher

Senior Technician: The Fashion
& Textiles Institute

TRANS- DISCIPLINARITY

WHY

In this 4th Industrial Revolution, new connections, combinations and collisions are making the unimaginable possible and at an innovation rate that looks set only to accelerate.

Traditional industrial boundaries are disappearing. Sectors and technologies are converging. Meanwhile, challengers, disruptors and incumbents all battle to capture their share of new and emerging markets, while seeking to refine the interface between people and technology.

HOW

Innovation Lab

In the 'Innovation Lab', students from different majors come together to work on real, complex challenges, drawing on Design Thinking methodology. Not only is the learning deeper (because the challenges are authentic), but it enables our students to understand how to apply their expertise in realms well beyond the confines of their discipline.

New Trans-Disciplinary Degrees

We are launching more trans-disciplinary courses, such as BA Design, that draw on modules from across the University and enable students to work together across boundaries on market-led challenges set by our industrial partners.

Open Workshops

We are opening up our workshops to all students, irrespective of their major area of study, to enable them to acquire new skills and create new connections across all of the University's technical areas.

Falmouth Player

We are building a streaming service to give all of our students free, on-demand access to inspiring, well-produced content from across the University.



Tatjana Junker

BA(Hons) Illustration alumna.
Shortlisted for New Talent AOI
World Illustration Awards

CHALLENGE

WHY

We believe that students learn best when working on problems that stimulate them, when the connection between what's being learned and its applicability is clear. This needs-based, just-in-time learning approach reflects the realities and pace of industry and professional practice. This, in turn, is stimulating new industrial and professional partnerships, as well as new modes of study in which students might be an employee, or a partner or a founding Director of their own start-up company. Our challenge-led approach instils greater confidence in our graduates, in their ability to make an impact on the world, to carve out successful, entrepreneurial careers and work fluently across and alongside other disciplines.

HOW

Apprenticeships

We are working with industrial and educational partners to grow a range of apprenticeship-style provision, with on-the-job challenge at its heart. This enables students to graduate not only with professional confidence, but also with the cognitive, social and problem-solving skills the changing labour market so desperately needs.

Launchpad

Talented graduates are formed into small teams to respond to market gaps identified by industry partners. After 12 months on our MA Entrepreneurship programme and working intensively in the Launchpad Lab, they typically bring new solutions to market, secure their first external investment and become founding Directors in their own company.

Agency

Building on the success of **Mayn**, our award-winning in-house photography and video agency, more of our students are getting the opportunity to grow their professional experience by working on real projects, for real clients, to real deadlines, whilst also helping to fund the cost of their study. We are setting up new, in-house creative agencies and studios, in games, fashion, design, publishing, digital marketing and events, challenging students to work across the wide range of roles involved.



Pete Hooper
Technical & Facilities Manager:
The Academy of Music and Theatre Arts

TEAMWORK

WHY

Research shows that social skills and attitude are becoming much more important than narrow, technical skills in the increasingly-automated labour market of the future. In support of this, we are developing a strong culture at Falmouth of student collaboration and teamwork.

Our belief is that working in teams not only reflects how challenges are met in the real world, but also helps foster some of the human skills most prized in an increasingly automated one: namely, communication, resilience, persuasion, listening, dealing with failure, and emotional intelligence.

Learning is a social activity, and peer-driven collaboration stimulates higher levels of buy-in and mutual support. Diverse teams bring multiple perspectives, ideas and insights to a problem - leading to better solutions and better outcomes.

HOW

Teaching & Assessment

We are teaching and assessing our students in team structures – through the ‘Innovation Lab’, through challenge-led, curricular projects such as expeditions, micro-budget feature films, start-ups and as members of our creative agencies and studios. Careful curriculum, learning and assessment design is making the acquisition of these high-value collaborative skills inevitable.

PORTFOLIO TOOLKITS

These toolkits are designed to provide our staff with key information and guidance to help them effectively implement the 2030 Portfolio Strategy. The toolkits will be regularly reviewed and updated and the most up-to-date versions can be accessed at falmouth.ac.uk/corporate/strategicplan.

MARKET-ALIGNMENT

What do we mean by the 'Creative Bridge'?

How can I help attract a richer applicant mix?

How are new courses developed at Falmouth?

DIVERSIFICATION

What is Falmouth Global and how do I get involved?

What is Falmouth Flexible and how can I get involved?

What is an accelerated degree and how do they work at Falmouth?

What short courses do we offer and how can I get involved?

FLEXIBILITY

How can students move from one mode of study to another?

How does the new curriculum structure work?

What does the new curriculum structure mean for me and how can I contribute?

TRANS-DISCIPLINARITY

What is trans-disciplinarity and how does it differ from multi-disciplinarity or inter-disciplinarity?

What is the Innovation Lab and how can I be involved?

What is the Workshops Festival and how can I contribute?

What is the Falmouth Player?

CHALLENGE

What is Launchpad and how does it work?

What is challenge-led learning and how can I bring this into my teaching?

What is a student agency and how are these agencies set up?

What are degree apprenticeships and how can I get involved?

TEAMWORK

How can collaboration and teamwork be built into our curricula?

How can we best assess teamwork?

Geertje Dreijerink

Senior Lecturer: Fashion Design



**“Creativity will become
the single most valuable
commodity as it is the
only skill that cannot
be automated.”** *Nesta*



Top line, left to right: Jeremy Williams, Senior Lecturer: Television; Samantha Grady, Head of Product Innovation & Development; Colin Phillipson, Launchpad Graduate and co-founder of Glas Data

Middle line, left to right: Mandy Jandrell, Head of Photography; David Dickinson, Director of Student & Academic Services; Liying Meng, Senior Lecturer: Entrepreneurship

Bottom line, left to right: Terrie Fender, Director of the Academy of Music and Theatre Arts; Nicholas Kristiansen, BA(Hons) Fashion Photography student and intern at the Mercedes Benz Fashion Week in Sri Lanka



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