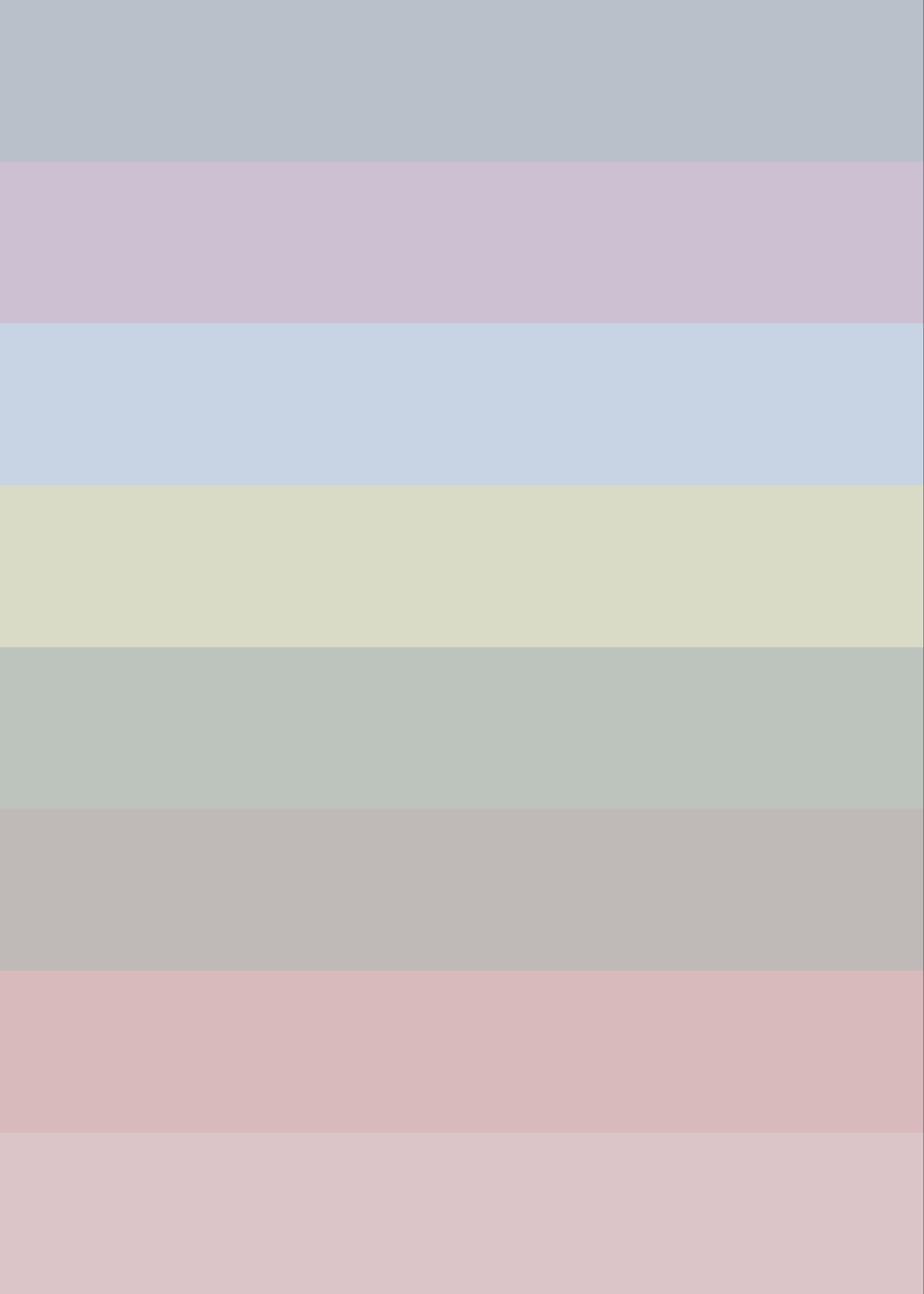


STRATEGIC PLAN

2015–20



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Foreword

PROFESSOR ANNE CARLISLE

Our Strategic Plan 2015-2020 is focused on guiding our students into successful careers in the Creative Industries, and making a major contribution to the growth and success of Cornwall and the Isles of Scilly.

From day one, we prepare our students to learn to develop their creativity, and to learn how their industry works. Upon graduation, they are ready and motivated to join the exciting and buoyant Creative Industries – a major economic sector locally, nationally and internationally.

The photo essay presented in this plan depicts Falmouth graduates who have set up their own businesses, photographed at distinctive Cornish locations and landmarks.

We are 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.

The plan sets out a bold objective to expand and diversify our academic portfolio, enabling us to reach 8,000 enrolled students by 2020. We will achieve this by entering new markets, tracking the growth of the Creative Industries, and working with educational partners across the globe.

Our research and innovation agenda is built on our areas of strength: the grand challenges of Games Technology, Smart Design, and Creative & Connected Communities.

Falmouth’s outlook is international and our portfolio is increasingly internationalised. We believe this diversification thoroughly enriches the student experience and improves social mobility.

A notable feature of this strategy is that we cannot achieve our objectives unless we ‘do it with partners’. This means working with other educational institutions, businesses, public agencies and other stakeholders in ways that help us move faster and further in a highly competitive sector. Our staff, our most valuable resource, will be central to delivering the objectives set out in this plan.

The following pages set out the mission, values and objectives that will guide our work for the next five years. We hope it will provide a starting point for an open, constructive discussion with everyone who has an interest in the ongoing success of Falmouth University.

Professor Anne Carlisle
Vice-Chancellor & Chief Executive
Falmouth University



Professor Anne Carlisle, Vice-Chancellor & Chief Executive, with Launchpad (Games) graduates

Falmouth Launchpad (Games), the University’s pilot entrepreneurship programme, brought together graduates from multiple disciplines with the goal of creating, in just 12 months, new high value, high growth companies in digital games and entertainment, headquartered in Cornwall – all while studying for an MA in Entrepreneurship.

ABOUT FALMOUTH UNIVERSITY

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

Founded as Falmouth School of Art in 1902, over our 113-year history Falmouth has grown from a small art school of less than 200 students to a creative University with over 4,700 students.

The University is situated on two main campuses: the historic Falmouth Campus, and the Penryn Campus, acquired in 1999 and developed with over £100 million of investment, supported by European Regional Development Fund (ERDF) Convergence, the South West Regional Development Agency, and the Higher Education Funding Council for England.

In 2008, Dartington College of Arts merged with Falmouth, and relocated to a £19 million purpose-built performing arts centre the Penryn Campus. In 2012, Falmouth reached a major landmark in our development, with the achievement of University Title, which speaks volumes for the quality of our teaching, facilities and governance.

Falmouth has grown rapidly in recent years, doubling in size since 2006. Our comprehensive portfolio uniquely and equally spans all of the creative art forms and is available at Foundation, BA, MA and PhD levels. Our facilities are pitched at industry standard and our staff are respected and experienced professionals in their fields.

We produce highly employable and professionally astute graduates with the expertise to be successful in the growing Creative Industries, as well as the flexibility and imagination to apply their creativity for the benefit of many other sectors.



David Forsyth, Driftwood Surfboards, photographed at Hayle Rivermouth

David Forsyth is the founder of Driftwood, a successful wooden surfboard design company now based in Newquay. He recently created a surfboard, out of a washed up log, which featured in a surf art expo in France during the Quiksilver Pro surfing tour.



The Klezbians photographed on Carn Brea, overlooking Heartlands

The Klezbians are a 12-piece band based in West Cornwall. They formed in 2010 during their first year at Falmouth. The members, each with different musical backgrounds, were all new to Klezmer music introduced through a World Music module. In 2011 The Klezbians performed at the Royal Albert Hall in the Music for Youth Schools Proms.

Mission & Values

OUR MISSION

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

OUR VALUES

CREATIVE

Falmouth University is a specialist University operating across the Creative Industries.

CONNECTED

Making connections and building real community and industry partnerships is how we translate brilliant ideas into successful careers.

COURAGEOUS

A supportive yet challenging environment where our students and staff can break boundaries, be brave and let their entrepreneurial spirit and imagination soar.

Objective 1

TO PRODUCE SATISFIED GRADUATES WHO GET GREAT JOBS

HOW

Teach the right skills

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

Provide industry led curriculum

We will co-design our academic curriculum with employers, our alumni, and industry experts, using sector intelligence. We will continue to invest in industry-standard facilities.

Use business creation as a learning vehicle

We will enable more students to learn through the challenge of starting up a business as part of their course. We will also expand our network of business advisors, mentors and angels to support our students in establishing these businesses.

Ensure our staff are professionally connected

We will ensure that all staff have current professional connections, enhanced through relevant industry secondments and partnership arrangements.

Do it with partners

We will ensure direct industry experience and business skills are a core feature of all our courses, by expanding our mentoring, placement and exchange programmes.

WHY

Students make a major investment in their future by choosing to study at Falmouth. We will 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: creating jobs for themselves and others within Cornwall's vibrant creative economy. This will raise levels of employment and average salaries in the region, and retain greater levels of graduate talent in Cornwall.



Snakeskin Studio photographed at Truro

Snakeskin Studio is a creative consultancy based in Truro, formed by Falmouth graduates Josh Davidson, Caspar Heide and Max Brierley. “We re-create a company’s image through branding, web design and illustration to allow it to better engage with its customers whilst looking unique and challenging convention.”

Measures of Success	Baseline 2015	Target 2020
National Student Survey: target minimum score for overall satisfaction for all undergraduate courses	84%	90%
Proportion of leavers in graduate-level employment six months after graduation	75%	80%
Proportion of leavers in self employment six months after graduation	25%	32%
Proportion of leavers working or studying in the South West six months after graduation	43%	48%

Objective 2

TO HELP GROW CORNWALL

HOW

Drive the growth of Cornwall’s creative economy

We will expand Falmouth as a centre for the Creative Industries by raising levels of business innovation, competitiveness and productivity in Cornwall and the Isles of Scilly, and by working with high growth businesses in key economic growth sectors.

The University becomes a launchpad

We will extend Launchpad, Falmouth’s graduate entrepreneurship programme, using our hot-house approach to incubating new market-led high-growth businesses in key sectors.

Keep our graduate talent in Cornwall

We will work with other agencies in the region to build support systems to retain more of our creative talent for the benefit of Cornwall. This will include access and outreach work, and recruitment of students from Cornwall’s higher education ‘cold spots’.

Take our creativity into high growth sectors

We will bring our creative thinking and skills into other sectors to open up new markets, services and products in partnership with high growth sectors in the Cornish economy.

Do it with partners

We will work with the best strategic partners, agencies and bodies responsible for development of the region, to deliver projects with relevant and ambitious outputs for the benefit of the Cornish economy.

WHY

We know that creativity is our commodity. We have a major contribution to make to the region as a creative engine. The 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.

Creative graduates are now also highly sought after outside of the Creative Industries. We will build upon our work with a range of other sectors such as e-health, aerospace, environment, and energy.

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



Chris Thorpe, Head&Haft
photographed in Clay Country

Chris Thorpe set up Head&Haft, a multi-disciplinary furniture design and manufacture company, in Penryn after graduating. The brand is focused on the honesty of production, material quality, and longevity.

Measures of Success	Baseline 2015	Target 2020
Number of undergraduate students recruited from Cornwall	622	1,126
Number of high-value spin-outs from the University (cumulative)	6	72
Number of high-value jobs created	19	250



Sam and Jo Finch, Life Photographic, photographed at St Agnes Beacon

Sam and Jo Finch studied Photography at Falmouth and established Life Photographic in 2006, later taking over Harlequin Photography in 2008. “The degree was the perfect platform for us to build upon and develop our professional practice.”

Objective 3

TO EXPAND & DIVERSIFY WHAT WE DO

HOW

Track the Creative Industries

We will shape our course portfolio in light of growth trends in employment opportunities, GVA and export values, in the sub-sectors and markets that make up the UK Creative Industries.

Expand the customer base

We will further diversify our student population, and respond to the demographic downturn in the UK, by targeting increased enrolments from Cornwall, specific European Union markets, and beyond.

Diversify the modes of study

We will extend access to higher education both on campus and online in ways that reach new student markets and promote progression. We will develop provision in the burgeoning learning and leisure market through summer schools and short courses.

Expand our portfolio from its creative core

We will expand our academic provision into new markets by taking creativity into other industries, following the example of our new Business School.

Do it with partners

We will work with collaborative educational partners across the globe to build upon existing markets and secure new markets for our diversified academic provision.

WHY

We believe that our academic portfolio must be driven by market demand, must address the challenges of greater competition for students, and must reflect the changing, industrial and professional opportunities that beckon our graduates in the wider, global, creative economy.

We believe that we will grow and thrive by offering a comprehensive range of authentic provision in creative subjects, available on-campus, online or in blended form, and through collaborative partnerships.

Measures of Success	Baseline 2015	Target 2020
Number of enrolled students (headcount)	4,440	8,000
Number of UK/EU students enrolled (FTE)	4,133	5,551
Number of students enrolled on partnership and diversification programmes	87	1,480
Proportion of income generated from commercial ventures	1%	5%



Joint Effort Studios photographed at Goonhilly Earth Station

Joint Effort Studios, based at Penryn Campus, was formed by Falmouth graduates Dan Thompson, Josh Butcher and Andy Smith. Their wealth of experience and interests include coding, gaming and creating a wide range of films; narrative shorts, music videos and digital content.

Objective 4

TO ESCALATE OUR RESEARCH & INNOVATION

HOW

Build staff capacity and capability

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

Focus our research agenda

We will drive new levels of activity from within our academic departments, focused upon scalable, sustainable and focused research and innovation clusters.

Increase external research income

We will increase attainment of external income and investment, enabled by a core Research and Innovation support team.

Achieve Research Degree Awarding Powers (RDAP)

We will make a successful application for RDAP by improving our performance in key areas, in particular, outputs, impact, income and Ph.D. completions.

Do it with partners

We will prioritise partnership as the best model for increasing Falmouth’s Research and Innovation reach, impact and sustainability.

WHY

We believe that our activities must focus on fields where Falmouth can build significant volume and depth and which respond to the grand challenges identified by the national research agencies. The themes of Games Technology, Smart Design, and Creative & Connected Communities continue to connect to regional growth plans and have major potential for national and international impact.

In an environment of greater funding concentration, it is important to attract income from a variety of sources and to engage more in collaborative interdisciplinary projects with other higher education institutions, businesses and agencies.

Measures of Success	Baseline 2015	Target 2020
Research & Innovation income (cash amounts)	£2.07m	£2.6m
Number of Ph.D. completions since 2010 (cumulative)	23	67

Objective 5

TO BE INTERNATIONALLY SIGNIFICANT

HOW

Recruit more international students

We will recruit more of the world’s most talented, creative students to our programmes at all levels by building the Falmouth brand in international markets, strengthening our agent network, and developing productive partnerships across the world.

Target effort to global markets

We will focus our international recruitment where there is the greatest demand for what we do. Over the life of this plan, this will mean targeting growth from China, South East Asia, the USA and Europe.

Internationalise our students

We will increase the proportion of Falmouth students participating in study abroad or international placements to ensure we have a balance of incoming and outgoing mobility.

Internationalise our campuses

We will develop a learning and living experience that exceeds the expectations of international students, and enriches the sense of place for our UK students. We will expand our International Summer School to deepen our links with feeder institutions and promote greater progression.

Do it with partners

We will focus on building deep productive relationships in our priority markets. This will include a variety of partnerships models, designed to grow income and facilitate progression.

WHY

The Creative Industries account for a significant and growing proportion of many national economies. These economies 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 creative innovation hub needs productive, strategic relationships with partners around the world, if its graduates are to prosper in the global Creative Industries.

Increasing our international reputation for specialist learning and teaching, research and innovation will be a major, institutional priority.



Francli Craftwear photographed at Aerohub, Newquay Cornwall Airport

Francli Craftwear is a design collaboration of two Falmouth graduates, Frances Alice Baseley and Alison Mairead Goodman, working directly with other professional crafts people. Their explorative, creative and collaborative projects are fuelled by Frances and Alison’s fascination with, and respect for, outdoor enthusiasts.

Measures of Success	Baseline 2015	Target 2020
Number of international students enrolled (headcount)	220	969
Number of international student and staff exchanges in place	36	350

MAXIMISING OUR RESOURCES

HOW

Use robust business and resource planning processes

We will:

- Develop our business planning processes and tools to ensure all resource allocation decisions are fully aligned to the University's Strategic Plan.
- Develop the Resource Allocation Model to enable informed decisions and comparisons to be made at a course level.
- Achieve financial convergence of all courses.

Set targets, use benchmarks, and measure progress

We will:

- Benchmark ourselves both within the sector, and outside.
- Set clear, measurable targets.
- Regularly monitor and report on our performance, particularly staffing and estates as our two biggest areas of investment.

Make better use of our estate

We will:

- Enhance our use of estates related data and analysis.
- Improve space utilisation to inform our future academic portfolio and student number growth plans.

Develop and manage our staff

We will:

- Use a strategic approach to human resource management ensuring that all staff understand their roles.
- Ensure all staff have output based performance objectives that contribute to delivering the University's ambitions.
- Develop new ways to acknowledge and reward staff contributions to Falmouth's success.
- Invest in managers, academic staff and professional services staff to ensure that they have the necessary skills to be effective in their roles.

Do it with partners

We will:

- Share resources and services wherever appropriate.
- Avoid duplication.
- Use our devolved academic departmental structure to ensure that we get the best from local accountability and decision making.
- Work with our joint venture partner, the University of Exeter, to develop our joint venture and capitalise on mutual servicing arrangements where appropriate.

WHY

At a time when student expectations and competition are demanding increased capital investment, universities' own cash generation needs to be higher to fund this increased capital demand, in the context of capped fees and inflationary pressures.

Efficiencies and productivity gains are an important part of how universities can protect and increase their surpluses. We will make better, faster and more informed decisions about how we deploy our resources to maximum effect.



**Small Talk photographed at
Pendennis Shipyard, Falmouth**

Small Talk is a contemporary theatre company founded by Falmouth graduates, Sian Rogers, Michael Tew, Kirsty Morlese and Rose Cazzulini. Alongside performing Small Talk also lead creative and inventive workshops in primary and secondary schools around Cornwall.

ENSURING ENVIRONMENTAL SUSTAINABILITY

HOW

Act on our core values

We will ensure our approach to environmental sustainability is shaped and informed by our context, in terms of geography, our focus on the Creative Industries, and by our three core values: Creative, Connected and Courageous.

Define and deliver a meaningful contribution

We will identify and deliver on the distinctive and relevant contribution that Falmouth can make to improving environmental sustainability in all aspects of what we do.

Establish plans, set targets and review progress

We will, through our Board of Governors, ensure that an appropriate structure of responsibility and reporting of performance against plans and targets is established and maintained. An Environmental Sustainability Policy will be approved by the Board of Governors and reviewed on a regular basis.

Do it with partners

We will seek out, utilise and share environmental best practice and look to drive transformational change where we can, while at the same time seeking best value for the institution at all times.

WHY

As individuals, as a University and as a major regional employer, we recognise that we have a responsibility for the environment and that we can impact this through our own activities and through the wider community with whom we engage.

Falmouth University is focused on educating people who will in future be global innovators, business leaders and entrepreneurs. We can influence our students through our actions, through our curriculum, and through the stewardship of our physical environment.



Rosie Drake-Knight photographed at Newlyn Harbour

Rosie Drake-Knight is a Designer and Crafter, living, making and running workshops in the South West. Rosie uses an eclectic combination of techniques and a multi-disciplinary approach aiming to create a playful response to design, mixing leather and contemporary stitches with more conventional fabrics.

MONITORING OUR PROGRESS

Governance

The Board of Governors is responsible for monitoring the University’s progress against this Strategic Plan, through regular reports from the Vice-Chancellor & Chief Executive and other senior staff.

Sub-strategies

The objectives in this Strategic Plan are underpinned by the sub-strategies and business plans for academic departments and professional services areas, which demonstrate the contribution from different areas of Falmouth to meeting our overall objectives.

Measures of Success

We have developed a set of high level performance indicators, which draw upon quantitative and qualitative information to provide an overview of progress against our objectives. We actively use the information gathered to develop and refine our strategies and to communicate the resulting achievements and outcomes.

Risk Management

The Board of Governors and its committees are responsible for monitoring key risks to the University and for ensuring appropriate and flexible management responses. Many of the issues that face us in fulfilling our objectives also carry significant risks. The aim is to ensure that Falmouth 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.

AFTERWORD

Being specialist really is special

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

This Strategic Plan positions Falmouth University to seize the opportunities that arise from being a vibrant, growing and influential creative innovation hub.

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

Professor Anne Carlisle
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