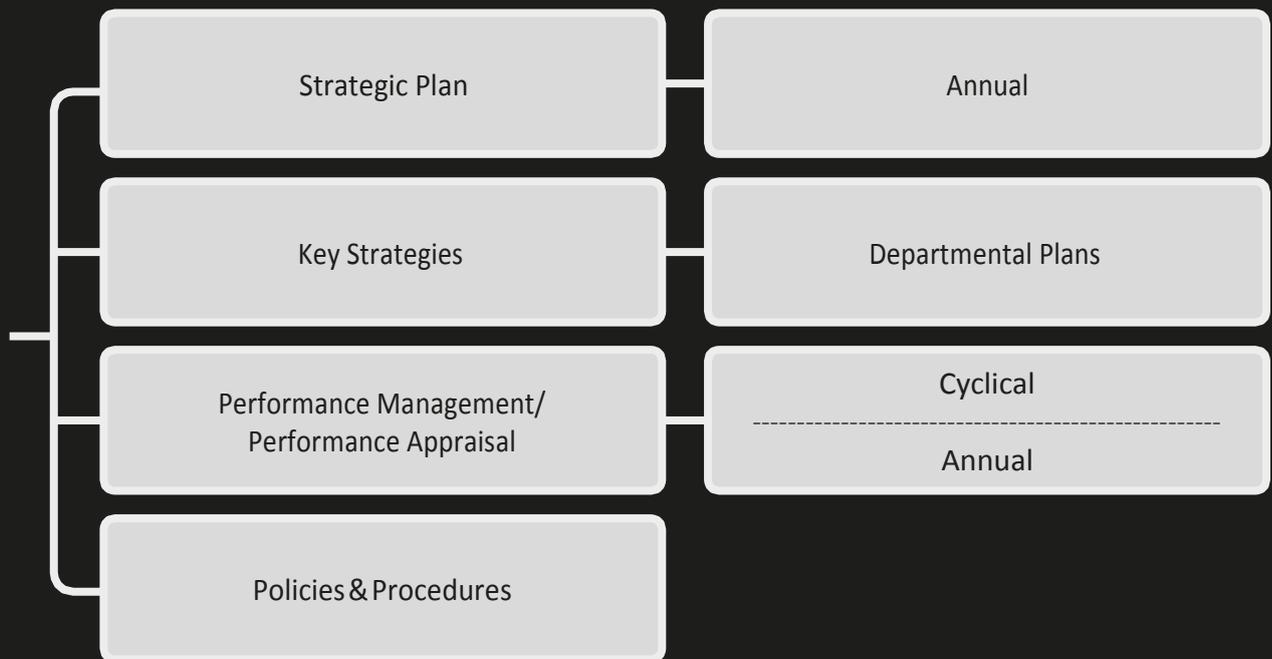
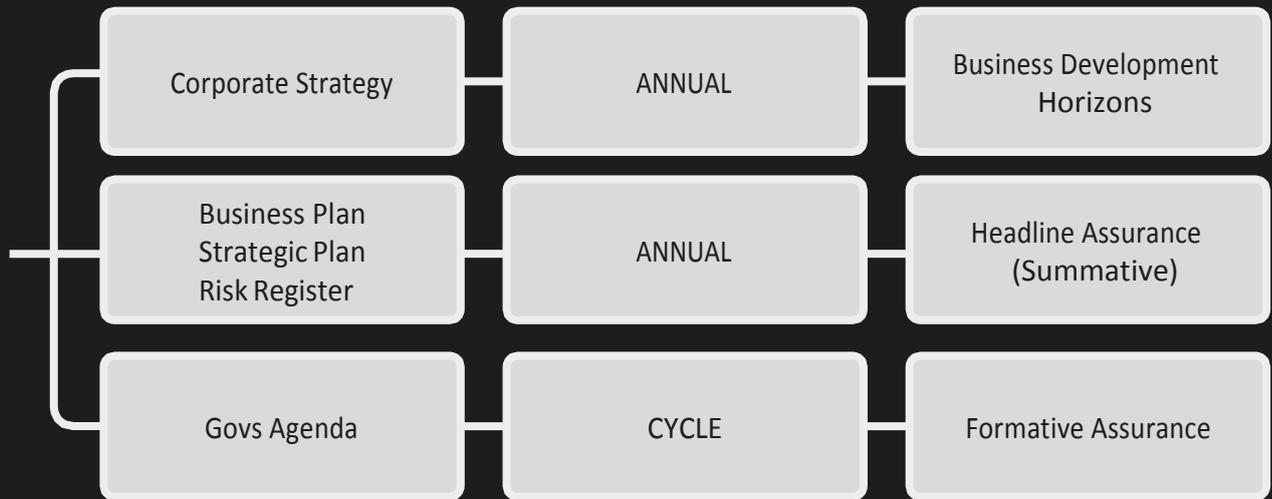


LIVE MAKE

Our Strategic Plan
2015-2020



Vision, Ethos, Purpose and Values

Our vision: high quality education for life in contemporary arts practice, as the creative catalyst for personal, professional and cultural transformation.

Our ethos: places the aspirations and support needs of every student at the very heart of our creative enterprise;

Our purpose: as an independent specialist Art College since 1856, is to provide a distinctive, innovative and supportive learning community in contemporary arts practice; to add value to the cultural, social and economic life of Plymouth and the South West region; and to develop the distinctive profile of our work nationally and internationally.

Our values:

- » we believe in the centrality of the arts to social value, culture, community, welfare, and prosperity;
- » we uphold the primary significance of learning through practice and participation for individual development, transformation and fulfillment;
- » we see our College as a crucible, or laboratory, for artistic experiment, exchange, entrepreneurship and innovation, and for new thinking, in the service of our wider communities;
- » we value and invite purposeful, mutual partnership;
- » we celebrate social and cultural diversity, and encourage engagement with the community and cross-cultural dimensions of learning in local, regional, national and international contexts;
- » we respect our environment, and have a strong commitment to sustainable practice;
- » we aspire to the highest standards of contemporary art practice and achievement.

Key Development Horizons

Eight formative development horizons towards the work of the College:

People: to lead, enable and develop the transformative potential of high quality education for life in creative arts practice for all our students, staff and associates, and to sustain innovative learning communities in contemporary arts practice;

Ideas: to build creative, commercial, intellectual and cultural capital through excellence, innovation and entrepreneurship in creative arts practice and education;

- Partnership:** to promote and sustain purposeful, effective and inclusive partnership and innovation across the full continuum of creative arts practice and education from early years to postgraduate level at regional, national and international levels;
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- Curriculum:** to maintain and develop a progressive and inclusive learning continuum of creative practice and inquiry across a wide spectrum of contemporary arts practices, to foster creative imagination and inquiry, and to develop pedagogy, scholarship and practice across cultures, artforms and creative disciplines;
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- Studentship:** to sustain and develop a purposeful national benchmark for studentship in contemporary art, craft, design and media practices at all levels across the full continuum of creative learning and practice, where students meet or exceed expectations and are enabled to fulfil their active creative potential in terms of knowledge, skills and attributes, and professional practice;
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- Environment:** to maintain and develop high quality, safe, sustainable and inclusive working environments, and innovative physical, virtual and social spaces, that safeguard and sustain the security, health and welfare of all who study, work or visit here;
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- Business:** to demonstrate responsible, sustainable and effective business practices and performance, entrepreneurship and innovation, in all our work, and to be regarded as a learning organisation;
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- Brand:** to fulfil our distinctive vision and ethos as a creative centre of arts education and entrepreneurship; to build our external profile and reputation; and to position the progressive PSCA–PCA continuum of creative learning and practice as a distinctive feature of the creative educational landscape regionally, nationally and internationally.
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Our Key Priorities

- 1.0** To grow and thrive as a specialist HEI in a wide range of contemporary creative disciplines.
- 1.1** We will further develop and measure the impact of our culture of continuous improvement in learning and teaching, and student success.
- 1.2** We will continue to champion widening participation in our outreach strategies alongside realistic growth targets for both regional and national undergraduate recruitment.
- 1.3** We will extend our provision through effective market research to meet growing student demand and industry requirements.
- 1.4** We will further develop our learning environment to meet demands for a high quality student experience.
- 1.5** We will raise expectations of research informed teaching through our appraisal process, development and recruitment practices.
- 1.6** We will continue to raise our profile through external events, competitions and exhibitions and their promotion.

1.7 We will continue to develop master-classes and short courses, and other external income routes.

Qualitative outcomes will include our transfer to the HEI sector, QAA Review, Ofsted Inspection, Taught Degree Awarding Powers and University Title.

Quantitative Key Performance Indicators include increased student numbers, student experience and achievement, human and physical resources and our growing international profile.

2.0 To grow our interactions with the Creative Industries and provide even greater opportunities for our graduates.

2.1 We will encourage frequent interaction with industry in planning and designing provision and providing feedback.

2.2 We will require staff to actively involve students in the industries locally, regionally, nationally and internationally through participation in events, competitions, networking, work experience and live projects.

2.3 We will create an enterprise culture through internal and external events, marketing opportunities and our on-line presence.

2.4 We will build our alumni offer thus creating the networks of the future.

2.5 We will work with partners in the City to build support for new and expanding businesses and knowledge exchange.

2.6 We will undertake continuous research into the creative industries of the future across the world and respond accordingly.

Qualitative outcomes will include funded Business Incubation, Alumni Offer, curriculum developments, industry kitemarks and industry partners.

Quantitative Key Performance Indicators include graduate employment, range of appropriate external events, student satisfaction and knowledge exchange.

3.0 To Grow our International Activity and Development

3.1 We will build European and worldwide partnerships as part of our developing International Strategy and project work.

3.2 We will work to attract more international students to expand the diversity of our student community within manageable parameters.

3.3 We will expand our international activities for students, staff and the College.

3.4 We will further develop the inter-nationalisation of our curriculum to create global studentship and citizenship.

- 3.5** We will increasingly take up opportunities to present the College, student work, and research within an international context.

Qualitative Outcomes will include increasing international staff and student exchange and external activities, and externally funded projects that produce a real economic contribution to the College.

Quantitative Key Performance Indicators include growth in international and European student recruitment, external income and events.

4.0 To Grow our Continuum of Learning

- 4.1** We will build upon our successful work with Plymouth School of Creative Arts, our pre degree curriculum, undergraduate and postgraduate developments.
- 4.2** We will build upon our research and scholarship in pedagogy, and disseminate this through a range of publications and conferences.
- 4.3** We will build a strong offer for post-graduate and PHD studies.
- 4.4** We will develop a profitable range of courses and master-classes to support professional development in the creative industries.
- 4.5** We will develop and diversify our curriculum offer in HE and FE through innovation in line with available funding, demand and market research.
- 4.6** We will continue to identify opportunities for funding in support of new ventures, including dedicated pre degree centre in the city.

Qualitative outcomes will include a distinctive HE and FE campus

Quantitative Key Performance Indicators include additional income streams, funding, and measured research/scholarship outcomes.

5.0 To Build upon Community Engagement

- 5.1** We will engage students in the co-creation, reflection and evaluation of our planning and delivery.
- 5.2** We will build on our successful external partnerships locally, regionally, nationally and internationally.
- 5.3** We will develop innovative new partnerships to further the strategic ambitions of the College and to support the creative community.
- 5.4** We will develop our engagement within the higher education sector through membership of groups including subject associations and the HEA etc.

- 5.5 We will develop our strong relationship with Plymouth School of Creative Arts through shared activity and research projects

Qualitative outcomes will include research into the development of the mutual, shared services, community projects and a growth in networks.

Quantitative Key Performance Indicators include impact measures of student engagement through NSS.

6.0 To Embed Sustainability

- 6.1 We will manage growth alongside an agreed surplus for each academic year.
- 6.2 We will encourage entrepreneurial opportunities for knowledge exchange, business start-up and use of College facilities that pay a financial return.
- 6.3 We will undertake an audit of IT infrastructure and digital practices to produce a new Information Communication Strategy (ICT).
- 6.4 We will review practices and develop a Carbon Reduction Strategy and Plan in line with the HEFCE requirements.
- 6.5 We will plan the estate to facilitate growth and flexibility within affordable limits.
- 6.6 We will develop all areas of the curriculum to support student's awareness of sustainable practice.
- 6.7 We will set contribution rates and targets for all our activities and ensure that new activities and projects pay their real costs and produce a financial return.

Qualitative outcomes will include efficient and affordable development of the estate, technologies and resources.

Quantitative Key Performance Indicators include a sustainable long term Business Plan with defined Capital and Revenue Strategies, a new Risk Strategy and the HEFCE CIF.

