

TRAILS-

FORUM/Active

FEEDBACK ACTION

FOR O

**CREATIVITY
NOI.D**

As a creative university, our future is formed by the imagination, energy and skills of our staff, students, alumni and of the many academics from other institutions who work closely with us each year.

UAL in 2022 will be the sum of the ideas we generate over the next seven years, the beautiful and wonderful things we make, and of our academic and business relationships here and abroad.

There are four major aims in our strategy. First, to be the best teachers in creative education. Second, to generate new knowledge that will address the challenges of today, fascinate students, and grow our income. Third, to increase our influence and impact as we become a global university. And fourth, to build the best physical and digital context for creative education, valuing traditional tools and workshops as much as emerging technology.

The people who work and study here shape the way we think about and sense the world, and how we act in it. With this strategy, we look forward to building the framework for their ideas and the environment in which the next generation of students and researchers will study and create.

A handwritten signature in black ink, appearing to read 'Nigel Carrington', written in a cursive style.

Nigel Carrington
Vice-Chancellor
University of the Arts London

Who We Are

UAL is built upon the specific histories, identities and achievements of its constituent Colleges, and their long tradition of engagement with creative, intellectual and professional life.

UAL is one of the world's most renowned institutions for education in arts, design, fashion and communication. Our critical mass and reputation allow us to influence the creative and cultural economy in the UK, Europe and beyond.

Our staff and students are immersed in the cultural life of London, and connected into the city's national and global networks. We are continually invigorated by these connections and contribute to their future development.

We actively influence global cultural debates through the diversity and international reach of our staff, students and alumni.

Our Values

We uphold the values of social justice and environmental stewardship through our teaching and research, as well as in the way we live, work and conduct our operations.

We ask original questions and arrive at new insights through the creativity and rigour of our practice and research.

We draw on and develop the natural enterprise and curiosity of our students, encouraging them to be the next initiators and innovators in their respective fields.

We respect our students' and staff's individual voices and collective endeavours, celebrating the breadth of backgrounds and cultures represented at UAL.

Our Behaviours

We equip graduates to face the future with confidence and responsibility.

We place the challenges and opportunities of the creative and cultural sectors at the centre of our teaching, so that our students are well prepared for successful careers and can realise their full potential.

We place creativity at the heart of positive social change.

We celebrate the diversity of approaches across our subject areas. We actively seek to cross the boundaries between them and other areas of knowledge.

We maintain productive relationships with our alumni for their benefit and for ours.

Our Four Strategic Areas

This strategy aims to ensure that we become a world-class University with high levels of student engagement and satisfaction.

For 2015-2022 we are focusing on four strategic areas:

Transformative Education

World-Leading Research and Enterprise

Communication and Collaboration

An Inspirational Environment

This strategic area requires us to ensure that all our students can reach their full potential. It requires us to work in partnership with them to develop and deliver an education that is responsive, responsible, imaginative and inspirational.

We will do this by:

putting curiosity, making, critical questioning and rigour at the heart of our curriculum

using teaching methods based on best creative practices, and expanding the use of work-based and research-informed learning to ensure that our students are thoroughly equipped for their future careers

engaging with our students to develop flexible modes of teaching delivery, taking into account the particular characteristics of a London-based education and advances in digital technologies

placing diversity and inclusivity at the core of our recruitment and education for staff and students

TRANSFORMATIVE FOR FIVE

EDUCATION

Strategic Actions

Specific initiatives to help us to achieve these goals will include:

the expansion of pre-University learning opportunities through the work of the UAL Awarding Body and a greater range of short courses designed to prepare students for studying at UAL

continuous review of our curriculum, the range of our creative courses and the flexibility of their modes of delivery so as to provide the widest range of opportunities for students in our disciplines

greater involvement of Professors and Readers in teaching at both postgraduate and undergraduate level

the development of our academic support services in order to improve retention, attainment and student success, all in a manner that reflects the diverse nature of our student community

the development and delivery by the University's Language Centre of new services designed to aid the cultural and academic transition of overseas students and to address their specific language and other needs throughout their course

increased opportunities for student feedback and engagement

increased support for staff in the development of their pedagogy and in their use of emerging technologies

further enhancement of our graduates' employability through curriculum development and through increased opportunities for student placement and other collaborations with the creative and cultural industries

**Strategic Area 2
World-Leading Research And
Enterprise**

This strategic area requires us to create and apply knowledge that develops our disciplines, makes a positive contribution to society and the economy, and generates new sources of income to support our academic ambition.

We will do this by:

continuing to generate world-leading research which is original, rigorous and reaches a wide audience

using our research and enterprise to inform our curriculum and enhance student learning, at the same time making the most of our knowledge and expertise to generate income to support our academic ambitions

promoting arts, design, fashion and communication as forms of productive knowledge that contribute positively to society and support scientific and cultural development

encouraging the transfer of research into the field of enterprise so that it informs and stimulates the creative economy

increasing our commitment to lifelong learning through new accredited and non-accredited courses, thereby expanding our academic enterprise activity

**World-Leading
Research**

Research +

Enterprise

Strategic Actions

Specific initiatives to help us to achieve these goals will include:

implementation of a post-Research Excellence Framework strategy which refreshes our research infrastructure and ensures that we can develop future researchers in the University's core areas, including through the increased use of sabbaticals for emerging researchers and more support for PhD students in these areas

development of cross-University research themes that address emerging social issues

increasing the number and range of our research collaborations, both with other disciplines and with our peer institutions across the world

building the new UAL Academic Enterprise Unit to grow our income from our enterprise and research activities and maximise available income from research grants, both nationally and internationally

This strategic area requires us to place UAL at the centre of the debate about the future of arts, design, fashion and communication and to improve the way in which we engage with academic, cultural and business partners, both in the UK and across the world.

We will do this by:

communicating clearly and effectively both internally and externally, encouraging increased collaboration between our Colleges at all levels

strengthening academic relationships with other universities and institutions that have world-class reputations in our areas of expertise

creating closer connections with other disciplines, recognising the increasingly hybrid nature of arts, design, fashion and communication and their impact on other fields

building resilient partnerships at every scale from local communities to international networks, and using our creative expertise to empower others who would not otherwise have access to it

forging stronger links with our professional, cultural, academic and industry partners in relation to both research and enterprise



Education- Traction

Strategic Actions

Specific initiatives to help us to achieve these goals will include:

the implementation of new cross-University teams for internal and external communication

increased participation in media debate around the arts and creative education which establishes UAL as an authoritative voice in our fields

a full review of our activities and relationships with alumni to support their engagement with UAL and our existing students whilst providing more opportunities for our alumni to benefit from their ongoing relationship with us

increased investment in international exchanges of staff and students and other academic collaborations with peer universities across the world, coordinated by UAL's new International Relations Unit

This strategic area requires us to have a world-class physical environment and underlying infrastructure that supports our students and staff in their academic ambitions and increases our engagement with our wider communities.

We will do this by:

delivering sustainable new environments for our staff and students, reducing the number of our sites and delivering new academic buildings wherever existing facilities are not consistent with our ambitions

providing more UAL-controlled student accommodation closer to our academic buildings

maintaining our investment in traditional workshops, while increasing our investment in emerging technologies and developing our virtual environments

developing efficient and effective University-wide operational systems that meet the needs of our staff and students

providing a robust IT infrastructure which is consistent with our academic ambitions

AN INSPIRA- TIVE ENVIRONMENT

VERNON

Strategic Actions

Specific initiatives to help us to achieve these goals will include:

new and enhanced academic buildings for London College of Communication, London College of Fashion and Camberwell College of Arts

improved social and learning spaces to stimulate informal interactions between staff and students

ensuring that our new and existing buildings enable students and staff to showcase their creative practice, increase public engagement and build new collaborations with local communities

increased investment in our physical and virtual libraries, collections, archives and learning environments to support more flexible learning and improve the organisation and management of our teaching and research

Monitoring Progress And Measuring Success

We will monitor our progress against the strategy through a range of qualitative and quantitative measures of success.

This will include key performance indicators in the following areas

Overarching Key Performance Indicators

Student enrolments
Diversity of the student body
Graduate destinations
Overall student satisfaction
Operating surplus

Transformative Education

Student satisfaction with learning and teaching
Student attainment
Staff engagement and satisfaction
Staff profile

World-Leading Research And Enterprise

Research profile
Research staffing
Research student numbers and awards
Research and enterprise income

Communication And Collaboration

Industry collaborations
Academic partnerships
Staff and student mobility
Alumni engagement

An Inspirational Environment

Condition of our estate
Learning resources
Student accommodation
Carbon footprint

Camberwell College of Arts
Central Saint Martins
Chelsea College of Arts
London College of Communication
London College of Fashion
Wimbledon College of Arts

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