

## **NORWICH UNIVERSITY COLLEGE OF THE ARTS: SUMMARY STRATEGIC PLAN 2009-14**

### **Our Mission**

*To be a centre of excellence for creativity, learning, and enterprise, fostering new talent for the creative industries, and contributing to economic and social development*

### **Our Vision**

*Our vision is that:*

We will become the best specialist Higher Education Institution of art, design and media in the UK, with a contemporary industry focus and an international reputation for excellence

*And that:*

Through the growth and development of our teaching, research and knowledge transfer, we will become Norwich University of the Arts

### **Our Core Values**

Central to the Mission are the following Core Values:

*We are committed to:*

1. Achieving excellence in learning, teaching and the wider student experience, to give our students the best possible preparation for their future lives and careers
2. The continuous development of our curriculum and our academic portfolio, to meet the changing needs of students, the creative and cultural sectors, and society
3. Research, consultancy and other forms of professional and business engagement, to promote innovation, enterprise and the development of knowledge and skills
4. The development of our staff, estate and physical resources, as the bedrock of a professional and supportive academic community, and with equality, diversity and environmental sustainability to the fore

5. Growth and development of the University College, to build the organisation's long-term sustainability and strengthen our impact.

## **Our Strategic Priorities**

We will deliver on our mission and core values through the following strategic priorities:

*The Student Experience*

*Our Academic Portfolio*

*Professional Practice and External Engagement*

*Expertise and Resources*

*Financial Sustainability and the Management of Risk*

## **The Student Experience**

The key reason students choose to study at a specialist University College is the promise of a high quality experience. This is underpinned by the academic community of the specialist institution, and the sense of purpose which is shared by students and staff. During the planning period, we will promote collaborative working between academic and support staff in order to maximise the quality of the student experience. The fast-developing HE market (regional, national, and global), the funding environment, and the choices which are available to students, mean that the total experience which we offer must be high quality and distinctive. Learning and teaching, student support, and the preparation of students for employment and further study, must be exemplary and delivered in high quality physical and virtual environments. This will be confirmed through improved student satisfaction ratings in internal and external feedback, including the National Student Survey.

## **Our Academic Portfolio**

Students choose courses of study which are attractive, relevant, and fulfil their requirements. Maintaining and developing an academic portfolio which has a contemporary industry focus, is designed in collaboration with employers, and addresses global challenges such as carbon reduction, will be key to the success of our academic growth and development. Informed by continuing market research, the portfolio will be comprehensive and distinctive, meeting

students' needs and reflecting demand for new areas of knowledge and skill as well as more traditional practices. The portfolio will reflect the needs of the creative and cultural sectors for specialist knowledge and a skilled and continuously updated workforce. Building on our mainstream undergraduate and postgraduate provision, we will offer flexible approaches to study including employment- and practice-based learning. Our portfolio will be further distinguished by the research degree opportunities and research training which we offer to students and staff, underlining our commitment to specialism and professional development.

### **Professional Practice and External Engagement**

In our specialist University College, professional practice and external engagement take a variety of forms and help to engender public benefit beyond our core activity of teaching. Staff are professionally engaged in research and consultancy, activities which are informed by our long history of creative practice and collaboration in the UK and overseas. Research and consultancy embrace work which has national and international significance (and was recognised as such in RAE 2008), together with external commissions, advice and support to business, and civic and community projects. During the planning period, we will foster high quality professional practice and external engagement to enrich the life of the University College, provide opportunities for collaboration, promote innovation and income generation, and enhance the student experience. Engagement with the creative and cultural sectors and related agencies will be a strategic priority; for example, the Arts Council, Arts and Humanities Research Council, Sector Skills Councils, and Regional Screen Agencies. We will build upon our work with EAST International, the Norfolk and Norwich Festival, Contemporary Art Norwich, and the Writers Centre Norwich. We will also foster collaboration with business more broadly, for example, through engagement with city and county organisations and the East of England Development Agency. We will be recognised regionally, nationally and internationally as a University College which is business-facing, engaged in high quality research, and which contributes to economic, cultural and social development, with excellence at every level of activity.

## **Expertise and Resources**

The quality of our overall offer to students, the professions, and the community, is dependent on the quality of our staff, our estate, and our physical resources. As a specialist University College, it must be second to none. It must go beyond drawing on best practice in professional development, HR, and estates and resource management; in short, it must aim to innovate and set new standards in these areas. While recognising the challenges in this, we will set the bar high. We will concentrate on developing the professional expertise of staff. We will develop and maintain an attractive, fit-for-purpose estate that best supports our core activities of learning and teaching, research and knowledge transfer. And we will build specialist resources which reflect contemporary professional practice. While recognising the constraints of our estate, wherever possible we will emphasise environmental sustainability in the ongoing development of our estates and resources.

## **Financial Sustainability and the Management of Risk**

In order to secure a long-term future for the University College, we must ensure that we are financially sustainable and manage risk. If we do not, we will not meet our other strategic priorities; and at the same time, if we do not meet these priorities, we will not be sustainable. To achieve this, we will ensure that the University College has an organisational structure which promotes strategic development and effective operations. We will also work in strategic partnership with relevant organizations, such as the Regional Development Agency and Sector Skills Agencies. We will aim to grow our student recruitment towards 2800 FTE and, beyond that, the level required for University title. Our recruitment “net” will spread across the UK, and international recruitment will be developed in selected regions. We will also aim to grow our state and non-state income, managing our overheads and achieving annual surpluses for investment in our estate, specialist resources, portfolio and other core activities. We will ensure that our offer remains attractive and relevant to students and other partners, communicating this and building our impact through an updated marketing and recruitment strategy. Our quality and risk management processes will be refined, to ensure that they are fit for purpose and focused upon our Key Performance Indicators.