



Strategic Plan 2017-2022

Mission

Our mission is to provide a stimulating, collaborative learning environment of international standing, delivering specialist professional and vocational education and training that promotes creativity, experimentation, diversity, and excellence.

Context

Rose Bruford College of Theatre and Performance is at the forefront of British drama and theatre training and with a growing reputation around the world. We welcome national and international students on to both undergraduate and postgraduate degree programmes in performance, design, management and technical arts and short-term courses, summer schools and foundation courses. We use theatre training to help build global partnerships and communities, working worldwide with partner institutions on student and staff exchanges, collaborative projects and wider research initiatives. We are training future graduates who will see the world stage as their future workplace.

Rose Bruford College has always been an innovator and leader in the field of training. Proud of its history of innovation that saw Rose Bruford College introducing the UK's first university-level BA degree in Acting in the 1970s and the first BA in Lighting Design in the 1990s, Rose Bruford College continues to push the boundaries of training in performance and technical theatre, making it one of the world's leading drama conservatoires and one of the UK's largest in terms of student numbers and the variety of its professional training options. The College prepares its performance graduates for a career on stage and screen and its design, management, craft and technology graduates for production roles across the wider entertainment industries. With an established portfolio of six separate acting and performance options at undergraduate and postgraduate levels, one of the largest range of technical theatre and management undergraduate programmes in the UK and two online undergraduate degrees, we train some of the best talents making theatre and live performance today around the world.

As the College embraces the changes caused by reduced government funding and HE legislative changes, the fallout of BREXIT, and wider competition from new providers entering the HE market, the College aims to set a strategic course that delivers financial sustainability while maintaining and promoting our unique identity.

Whilst appreciating that we must make our future sustainable we recognise that cannot be at the cost of our integrity as a College or making what we offer unaffordable to those we want to attract. Our growth over the next five years is paramount to the continuation of the College. The recent confirmation of gaining Taught Degree Awarding Powers (TDAP) is a major milestone in the history and life of Rose Bruford College which we welcome and celebrate. TDAP comes at the perfect time for the College and is the springboard for a new phase in our history. It offers us freedom, opportunity and potential to shape our own future, develop postgraduate provision, create new industry and international partnerships and

collaborations and most importantly it offers us financial sustainability. As a result of TDAP we will begin the process of revisiting our current programmes and align them with current ambitions in relation to research, teaching and learning, support and development of staff, curriculum changes and possibly pursuit of university title if appropriate, to keep step with our priorities as well as developments in a fast-changing industry.

Values

The integrity of the College lies in the belief that the programmes we offer, the research we undertake and our engagement with industry and wider society are all an articulation and reflection of who we are and what we value; it is this that should continue to guide and underpin our future. Our values as articulated by staff and students are the foundation of Rose Bruford College and the ones we will work to maintain: respect, collaboration, integrity, diversity and equality, trust and transparency. Staff at Rose Bruford College want to have an impact and make a difference for future generations and this is reflected in the current and planned future programmes, the staff we attract, the students who come here, the professional partnerships we sustain, our research, our collaborators, and our international partners.

Vision

Building on our founding belief that teaching, learning, creative practice, arts and industries all speak one to another, our vision for Rose Bruford College of Theatre and Performance is for an institution that is:

Committed to creating social and cultural as well as artistic and economic value, through programmes whose graduates can innovate and lead change as well as meeting current professional needs, through research about and through practice which creates impact in the industries and wider society, and through industry and social engagement;

Diverse, equal and inclusive, with a diverse student and staff body, offering ladders of opportunity through partnerships with schools, colleges and other organisations, and a curriculum with diversity at its centre. We believe that the performing arts and industries rely on the richness and innovation that diversity brings;

Distinctive, offering a portfolio of programmes that recognises, values and celebrates the interconnections between diverse performance forms: theatre, events, live music and digitally mediated performance, where all programmes have a highly distinctive and diverse curriculum, and by making use of our unique campus;

International in its scope, with global collaborative partnerships for the shared delivery of programmes and student and staff exchange, an internationally diverse student body, and an internationally relevant curriculum.

Our Commitments

- A. To create social and cultural as well as artistic and economic value, through programmes whose graduates can innovate and lead change as well as meeting current professional needs, through practice-research which creates impact in the industries and wider society, and through industry and social engagement.
- B. To become a diverse, equal and inclusive institution, with a diverse student and staff body, offering ladders of opportunity through partnerships with schools, colleges and other organisations, and a curriculum with diversity as an organising principle.
- C. To place learners at the centre of the College, by developing a College structure that actively support students, scholars, practitioners and researchers.
- D. To develop as an institution international in scope, with global collaborative partnerships for the shared delivery of programmes and student and staff exchange, an internationally diverse student body, and an internationally relevant curriculum.
- E. To provide a supportive working environment for all our staff, with opportunities for career development.
- F. To become an efficient, effective organisation with robust strategic financial planning and a campus that meets the College's growing needs.

Our Commitment

- A. To create social and cultural as well as artistic and economic value, through programmes whose graduates can innovate and lead change as well as meeting current professional needs, through practice-research which creates impact in the industries and wider society, and through industry and social engagement.

How will we do this?

1. Undertake a fundamental review of our existing undergraduate and post-graduate portfolio and curriculum to:
 - Ensure our undergraduate and postgraduate programmes offer a highly distinctive or unique curriculum
 - Ensure that a revised curriculum has diversity as an organising principle and our graduates can meet the increasing demand for a workforce that can deliver in a diverse and diversifying arts and cultural industries sector
 - Develop a suite of high-quality, specialist postgraduate MA and MFA programmes
 - Develop our portfolio to address the wider live and digitally mediated events industries
 - Enable our graduates to innovate and lead change as well as meet current professional needs
 - Offer flexible study patterns, particularly for final year students moving into industry
 - Ensure employability continues to be embedded in the curriculum, providing a seamless progression into work
 - Improve our engagement and partnership with industry stakeholders and wider society
 - Review our learning and teaching provision to ensure it appropriately supports the current and future needs of programmes
2. Develop a culture and body of research activity about and through practice which creates value and impact in the industries and wider society through:
 - Building capacity via doctoral and masters programmes, developing early career researchers and new researchers, and continuing to support established research active staff
 - Producing internationally-recognised research outputs with appropriate dissemination, to support our REF 2021 submission
 - Maximising institutional possibilities for impact with underpinning research in a variety of arenas
 - Working with partners in academe of international standing and the industry at local, national and international level
 - Embedding stronger links between research and curriculum delivery
 - Reviewing our research provision to ensure it is appropriate to our research ambitions

3. Embed our standing in the community as a valued local and regional higher education institution by:
- Developing our community partnerships in the local area
 - Ensuring the College is making a full contribution to regional development planning

How will we measure our success?

KPI/Milestone	Year				
	2017-18	2018-19	2019-20	2020-21	2021-22

For internal consumption only

<i>Equality and diversity</i>					
Increase the proportion of students from BAME backgrounds	11%	12%	13%	14%	15%
Our Commitment					
B. To become a diverse, equal and inclusive institution, with a diverse student and staff body, offering ladders of opportunity through partnerships with schools, colleges and other organisations, and a curriculum with diversity as an organising principle.					
How will we do this?					
<p>1. Embed inclusivity within the College and its operations by:</p> <ul style="list-style-type: none"> • Embedding a whole-institution commitment to equality and widening participation • Developing more flexible modes of study to meet the needs of a diverse range of learners • Ensuring the curriculum has diversity as an organising principle • Ensuring we fully support the study and pastoral needs of widening participation students. 					
<p>2. Improve the diversity of the College community by:</p> <ul style="list-style-type: none"> • Recruiting a more diverse staff base, concentrating initially on a BAME profile • Actively reaching out to new communities of potential learners, through partnerships with Further Education and other providers • Ensuring that staff recruited to key posts demonstrate an ability to lead our commitment to diversity. 					
How will we measure our success?					
KPI/Milestone	Year				
	2017-18	2018-19	2019-20	2020-21	2021-22
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Our Commitment

C. To place learners at the centre of the College, by developing a College structure that actively supports students, scholars, practitioners and researchers and ensures equality of opportunity and attainment.

How will we do this?

1. Strengthen our learning services by:

- Reviewing our library provision to meet the current and future needs of all learners
- Strengthening the support for online and blended modes of learning
- Enhancing our specialist study support services
- Reviewing our ICT provision, to ensure it meets the needs of all programmes and learners as well as the College’s business needs

2. Strengthen our student services by:

- Providing a flexible student service offer that can adapt to the changing needs of students, including support of their mental health
- Offering an increased range of student bursaries and scholarship opportunities
- Further developing relationships with alumni and ensuring that alumni networks are used to support current students
- Ensuring that all students are supported, particularly those joining us from widening participation backgrounds or from different international cultures
- Supporting the Students’ Union to develop a robust, student-led organisation and voice

3. Strengthen our academic services by:

- Reviewing our marketing and recruitment functions to deliver a coherent strategy to meet the future needs of the College
- Improving the efficiency and effectiveness of our admissions processes
- Continuing to enhance the administrative support for programmes

How will we measure our success?

KPI/Milestone	Year				
	2017-18	2018-19	2019-20	2020-21	2021-22

For internal consumption only

Our Commitment

D. To develop as an institution international in scope, with global collaborative partnerships for the shared delivery of programmes and student and staff exchange, an internationally diverse student body, and an internationally relevant curriculum.

How will we do this?

1. Broaden our collaborative delivery of programmes through developing:
 - Joint delivery of programmes with international partners
 - Appropriate validation opportunities
2. Prepare graduates for global careers by:
 - Ensuring that all programmes offer an internationally-relevant curriculum
 - Enabling and supporting our students and staff to undertake exchanges with international partners in education and industry
 - Engaging with international academic and professional communities to enrich learning, teaching and research
 - Re-imagining our strategy for international partnerships as the UK leaves the EU
3. Ensure an internationally diverse student body by:
 - Developing our portfolio of programmes, exchanges and other study opportunities to attract an international audience
 - Further developing our online and blended modes of study
 - Increase our proportion of international students

How will we measure our success?

KPI/Milestone	Year				
	2017-18	2018-19	2019-20	2020-21	2021-22

For internal consumption only

Our Commitment					
E. To provide a supportive working environment for all our staff, with opportunities for career development.					
How will we do this?					
1. Address staff workload by: <ul style="list-style-type: none"> • Reviewing the curriculum and academic calendar to rebalance the academic staff workload between teaching, research, administration and external engagements 					
2. Enhance opportunities for staff to develop by enabling: <ul style="list-style-type: none"> • Academic staff to develop through opportunities to lead within Schools in areas such as research, learning & teaching, employability and entrepreneurship • Academic staff career development through secondments, sabbaticals and professional practice • Support staff to access career development support through training, study or secondment opportunities • Staff to undertake higher degrees and relevant professional qualifications 					
3. Improve staff participation in decision making by: <ul style="list-style-type: none"> • Significantly improving internal communications • Developing a more inclusive engagement with staff on the delivery of strategy • Committing to transparency of budgets and financial decision making 					
How will we measure our success?					
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Our Commitment

F. To become an efficient, effective organisation with robust strategic financial planning and a campus that meets the College's growing needs.

How will we do this?

1. Ensure a transparent, cost-efficient financial model for the institution to ensure its sustainability by:
 - Developing a more nuanced resource allocation model
 - Establishing strict financial parameters for programmes and courses within which to operate, and regularly reviewing the portfolio to ensure these parameters are met
 - Reviewing all staffing structures to ensure efficient delivery of the commitments delineated in this plan
 - Embedding a longer-term capital planning cycle
2. Continue to revise and strengthen our governance arrangements by ensuring:
 - Effective governance structures including academic oversight
 - Quality assurance is at the heart of all curriculum development including robust oversight of partnership working
 - Effective succession planning for key staff and governors
3. Significantly improve our marketing and recruitment by:
 - Developing and implementing an effective recruitment and marketing strategy to ensure the delivery of the planned growth in student numbers and wider aims of this strategic plan
 - Developing and implementing a Public Relations strategy to significantly improve our profile both nationally and internationally
4. Plan to develop our campus to meet the needs of our future curriculum:
 - Developing an effective estates masterplan
 - Developing a capital investment strategy to underpin the delivery of the masterplan
 - Ensuring that sufficient teaching space is available to house the extended undergraduate and postgraduate portfolios
 - Identifying options to deliver an extended campus through other sites within the locality, in central London and in collaboration with partners, including a Postgraduate Centre
5. Ensuring a sustainable campus by:
 - Implementing an environmental sustainability strategy
 - Continuing to embed carbon reduction
6. Developing new income streams by:
 - Developing an entrepreneurial culture to support the generation of additional income streams to support core activity, based on 'risk/reward' models

- Additional income generation, including through the further development of non-accredited courses
- Maximising the use of the campus to generate rental income
- Developing a strategy to increase income from funding bids for research and other projects

How will we measure our success?

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Approved by Board of Governors, 4 May 2017