

1 vision

A world-class arts, design, performance and media university working with professional partners to create excellence, relevance and impact.

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AUB 2030: Creating our Future

Few universities in the world combine the range of specialist courses and skills that AUB has in its portfolio. The proven quality of our graduates and their impact on the professional worlds in which they prosper speaks of our distinctive strength and character. Our course structure promotes a depth of knowledge and practical expertise in specific disciplines, while also allowing for planned and spontaneous collaboration through innovative inter-disciplinary combinations of project- and studio-based learning.

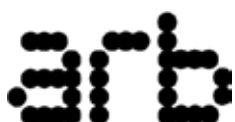
Our academic staff and technical specialists are bedded in the practice of their professional disciplines: their research is designed to address industry needs and make a difference through creative collaboration and sustainable impact.

Our staff—academic, technical, and professional—are recognised as both the creators of specialist knowledge and the curators of materials that nourish and augment an holistic student experience. This experience is rooted in outstanding teaching and supervision, but it is buttressed by highly effective student support and services, and an access, inclusion and diversity plan that creates opportunity for all. Built on a foundation of outstanding alumni and staff drawn from across the widest range of creative professions, underpinned by our links to industry and a deep digital infrastructure, AUB thrives on a powerful sense of belonging—to place, communities and to each other.

Our 2030 Strategy endorses these values.



THE QUEEN'S
ANNIVERSARY PRIZES
FOR HIGHER AND FURTHER EDUCATION
2017



96% 2

graduates in work
or further study
(HESA 2016/17 graduates)

96%

retention
(HESA 2017/18)

Queen's Anniversary Prize
awards (1998 and 2017)

3747

students

1st

named the UK's top specialist art and
design university in *The Sunday Times*
Good University Guide 2021

48th

AUB in top 50 UK university 2021
The Complete University Guide

1885

Established

6th

for Student Experience
The Sunday Times Good
University Guide 2021

55

countries from which
students originate

2

in the country for
learning opportunities
(NSS 2019)

5th

in UK for Learning
and Teaching,
according to *The*
Sunday Times Good
University Guide 2021

2nd

88%

student
satisfaction



Our Goals

Goal 1

To enhance our standing as a globally-leading independent arts, design, performance and media university.

Goal 2

To create opportunity for our students, alumni and staff through a passionate belief in collaboration, creativity and innovative practices.

Goal 3

To impact positively on society, industry and our stakeholders through the excellence and relevance of our practice and research.

2nd year BA (Hons) Dance cohort 2018-2021, performance, *What's Your Superpower?*, staged December 2019 at Pavilion South-West.



Our Values

Innovative

With an open mind we try new things, nurture ideas, trigger creativity and develop solutions. Through our innate curiosity, practice-based enquiry and industry-partnered projects we work with our students, staff and stakeholders to tackle problems and encourage authentic innovation.

Collaborative

We strive to make a difference in all that we do. Through our collaborative and inclusive approach we aim to be the agents of positive change for our students, staff and the communities we serve. Through the applied excellence of our learning, teaching and research we strive for relevance to make a positive impact.

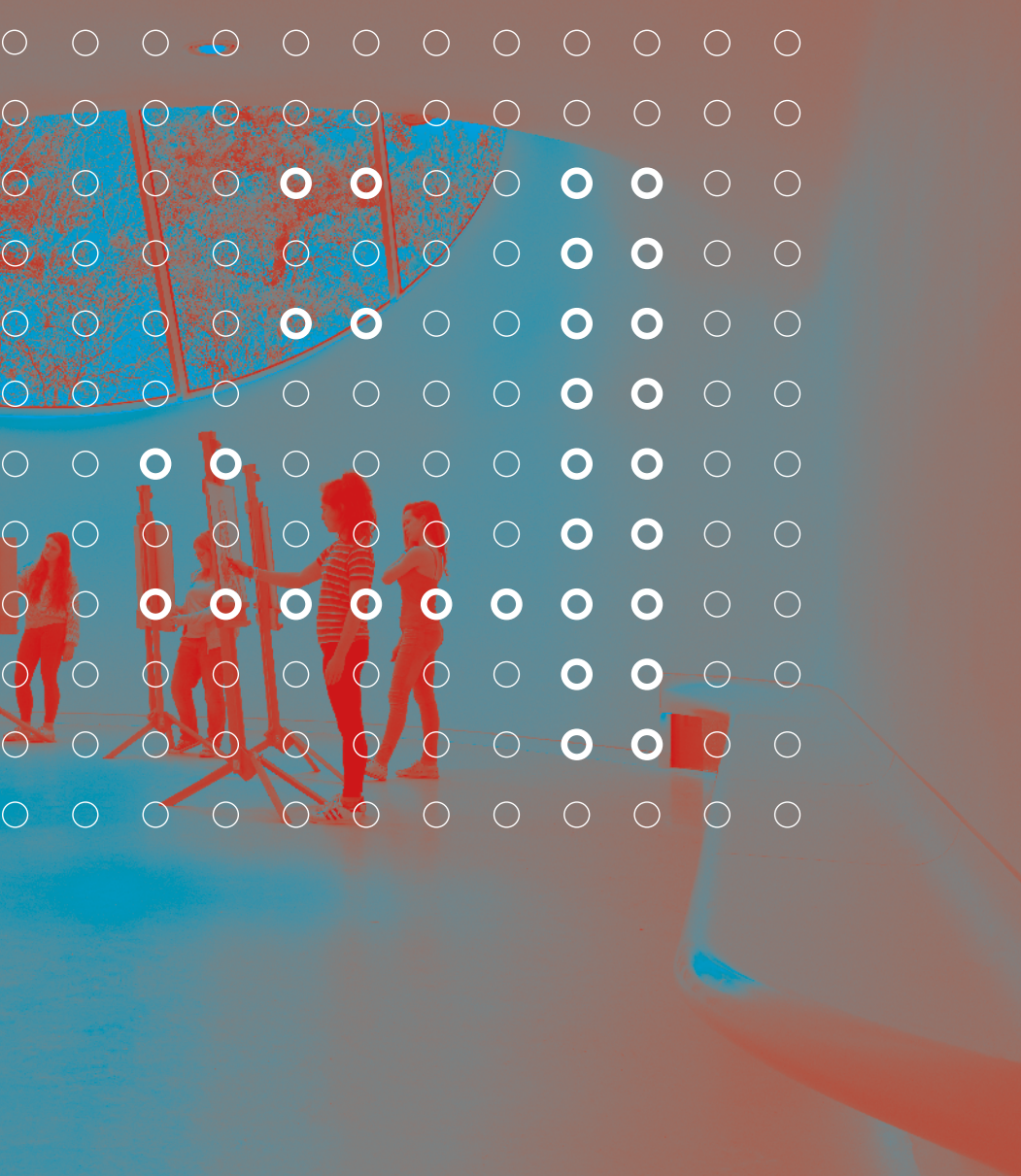
Connected

We are better for our diversity. We are enriched by the depth of respect we have for each other and the strength of our relationships with our people, our places and with the planet. Through our commitment to working with those who are different to us, or challenge us, we grow stronger together, creating new synergies, global connections and sustainable futures.



Passionate

Education transforms lives: a creative education transforms society. Through our sense of purpose and determination for the best education, research and partnering with industry, we empower our people to learn, grow and connect. We care about the work we do, the respect we have for each other, and the powerful sense of inclusivity and belonging that characterises everything we do.



Over 140 Years Of Achievement

Established 140 years ago as the Bournemouth Government Art School, the institution was originally created to match demand for art and design and to meet the government priority for encouraging better design schooling in England.

Over the coming decades, through acquisition, growth and diversification it was transformed into schools of Science and Art, merging in 1964 with sister institutions to become Bournemouth and Poole College of Art and Design. In 1998, Arts Institution Bournemouth (AIB) came into being, earning taught-degree awarding powers ten years later. In December 2012, at a ceremony hosted by HRH Prince of Wales, Arts University Bournemouth (AUB) was formally recognised as a higher education institution.

Renowned globally as a professional arts university, AUB is dedicated to turning creativity into careers. Our culture of making, performing, and shaping cultures is at the heart of our learning, research and engagement. Our values speak of collaboration, connectedness and innovative practice, underpinned by a passion for our academic disciplines and extensive partnerships with industry, professions and communities.

Thirty years ago, we won our first Queen's Anniversary Prize for Industry, in recognition of our global credits in leading education in the film industry. In 2017 our international excellence in costume design was recognised once again by a Queen's Anniversary Prize. A year earlier we opened the CRAB Drawing Studio designed by architecture alumnus Sir Peter Cook. His prize-winning design has the distinction of being the first purpose-built drawing studio in the UK for a hundred years. In 2018 our pre-degree Foundation course was rated as 'Outstanding' by OFSTED, and a year earlier the university earned the accolade of Gold in the national Teaching Excellence Framework, which means that the AUB has 'demonstrated the highest-quality teaching standards and is consistently outstanding'. During the 2020 global

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pandemic AUB mobilised its creative technologies in 3D printing, rapid prototyping and customised workwear to manufacture many thousand items of PPE [personal protection equipment] to meet urgent front-line needs across the national health sector. By accelerating our cross-disciplinary expertise, we are proving ready to grasp the potential of Industry 4.0, to encourage convergence, embrace disruption and make the once unimaginable very possible.

Under the inspired stewardship of many staff and students, the university has continued to excel as a specialist and independent university across the arts, design, media and performance. In 2020 AUB moved into the top 20 UK universities as measured by the National Student Survey, and in the *Complete University Guide 2021* it rose 17 places into 48th position as a Top 50 UK university. AUB was named UK's top specialist art and design university in *The Sunday Times Good University Guide 2021*, and ranked in the top 5 UK universities for Teaching Quality and Student Experience.

AUB is a truly innovative place: set in a beautifully designed studio-based location underpinned by a deep digital infrastructure, it is a creative community of ideas, images, events and magical moments, nurtured by inspirational people, unified by a powerful sense of belonging. Our 2030 Strategy endorses these values.



Our Six Operational Plans

As a university, AUB converts creativity into careers. Through our operational plans we commit to promoting our identity as an innovative learning organisation, a university that creates exciting student experiences, premises disruptive thinking and nurtures cross-disciplinary practices. Underpinning our Strategy is a core commitment to diversity and inclusivity, and an environmentally sustainable future. Having already achieved platinum status as an Eco-Campus, during the lifetime of this strategy we will embrace the spirit and practices of the United Nations *Sustainable Development Goals* across all aspects of AUB's teaching, research and engagement. Our historically close relationship with the AUB Students' Union and our collaborative association with workforce representatives will act as an effective platform to curate and deliver the objectives embedded in each of these plans.

Our **Portfolio Plan** will ensure we retain the rich diversity of our academic courses and will see strategic growth in selected disciplines in which AUB has long led the industry. Our suite of programmes that constitute the *AUB Bournemouth Film School* is renowned for its excellence in cross-disciplinary integrated practice and production. Augmented by our leading position in animation, make-up, visual effects, screenwriting and costume for performance, we will continue to pursue global renown in these collaborative disciplines.

1

Across our long-established design and media disciplines we will deepen our expertise in photography, building upon decades of excellence in documentary and commercial photography, and we will link our prowess in key academic disciplines—from animation to architecture, from make-up to model-making, from fashion to fine art—through an enhanced Graduate School linked to our research strengths and augmented by a distinctive digital design. To further enrich the academic coherency of our courses, we will develop a suite of AUB units that address and enhance core skills to address business, social, political and environmental challenges at a local, national and international level—within the creative industries, but also far beyond.

As part of our Graduate School growth we will devise a suite of microcredentials to help underpin our student's appreciation of the core skills in demand from global industry—creativity, communications, team-work, environmental responsibility. We will provide the learning environments—spatial, theoretical, virtual—to equip our students and graduates for life and work. We will deliver greater sharing across our courses, new common units of learning, a more coherent use of time, space and technical resources, so that we enhance and strengthen the excellence of our bespoke courses of study. The Covid-19 Crisis has proved to us that we can radically innovate our practices without compromising academic excellence.

In our **Progression Plan** we will devise sustainable models of collaboration with local, regional schools, colleges and communities by shaping our Access, Participation and

2

Partnership programme towards supportive *rapprochement* and co-designed pathways. Mindful of the marginalisation of the arts, performance and media in many school curricula, AUB will remain a university that creates opportunity for all, supporting students as they grow and progress to become the best version of themselves across a wide range of creative careers and further study.

Working with a federation of pre-degree organisations in the UK and overseas, we will enrich and expand our preparation for all our courses through a comprehensive menu of short courses, summer schools and foundation routes as part of AUB *Open Campus* that creates sustainable articulation routes from diploma to doctorate.

A Sense of Belonging is a powerful emotional concept for all who work and study at AUB. We will augment our renowned approach to experiential learning through an ambitious **Place Plan** by enriching and extending our physical footprint on campus and into the region, and accelerate deep sharing through our digital infrastructure. As one of Europe's leading specialist arts organisations we will demand the highest design standards in our real estate and our digital service provision for students, staff and our global stakeholders. We will accelerate the activities and actions that have already seen us achieve platinum status as an Eco-Campus. By embracing the UN *Sustainable Development Goals* we will target a net-zero carbon commitment, predicated on renewable energies, decarbonisation, and green building practices.

3

Through an ambitious **People Plan** we will simplify our management structure to empower and reward academic leaders, and create programmes of development across our technical, administrative and professional staff teams. By embracing contemporary ways of working we will encourage flexible, family-friendly and inclusive practices to ensure we design and sustain an effective working environment centred around employee well-being and engagement, and which nourishes a powerful sense of belonging, physical, digital and through remote working. We will accelerate our commitment to creating an inclusive workplace, embracing innovative practices to drive equality and embrace diversity to add value to the university and to the employee, throughout the employment journey. A refreshed program of professional development for staff across the university will ensure that the widest spectrum of colleagues – from site operations to student services, lighting technicians to librarians—are set up for success in their place of work.

4

As a Civic University, AUB will develop a **Partnership Plan** that faces fully into the local and regional community, accelerating our commitment to work with industry, professions, and communities to create formal alliances with business, schools and colleges. Through our access and participation programmes, our research and knowledge exchange, we will play a leading part in regional economic and societal regeneration. As a university renowned for academic excellence we remain deeply committed to a

5

global future. Through staff and student exchange, through articulation with our global collaborators, we will offer opportunities to applicants in all our partnered programs. By setting sustainable international targets we will deepen our collaborations with academically aligned organisations, enriching our students' experiences as global citizens while investing in the alumni networks that characterise AUB as a university that cherishes its graduates and is rewarded through loyalty and lifelong commitments.

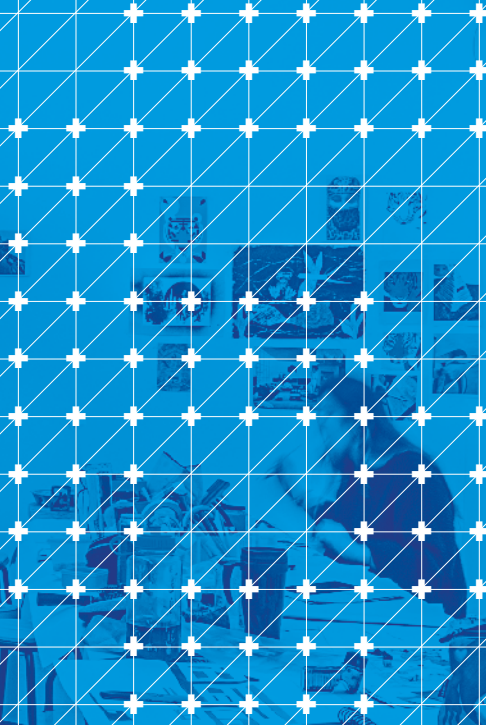
Through our **Research and Knowledge Exchange Plan** AUB will expand and deepen research with relevant aligned professions and industries in the UK and overseas. Our international renown in the application of specialist technical knowledge in model-making, future fashion technologies and diverse modern materials will be developed through adventurous schemes of knowledge transfer and exchange. Drawing on our unique archives and collections in materials such as plastics we will accelerate interaction with material scientists, environmentalists and industrial designers.

6

Drawing on our unique assets as a Maker Culture underpinned by hi-end, hi-impact infrastructure and equipment, and informed by the disruptive possibilities of Industry 4.0, we will create a *Lab 4 Creative Technologies* (L4CT) that physically and conceptually fuses our workshop expertise and other spatial assets with the ERDF Innovation Studio to create a Creative Technologies House, which will aim to accelerate our collaborative works across design, innovation and technology

Incremental, planned growth in higher degree supervision and timely completion will lead us during the lifetime of this strategy to gain research degree awarding powers (RDAP). We will accelerate the growth of the AUB Graduate School, nurturing postgraduate projects with our selected partners in China, India, Scandinavia and USA. A rolling program of Vice-Chancellor Research Fellowships and Collaborative Doctoral Scholarships will be based in the L4CT and accelerate our work with collaborators and selected stakeholders.

Underpinning these objectives will be a robust business plan, which will be shaped around an annual operating plan (AOP), integrated reporting, and 5-year plans that set out selective and incremental growth in student numbers and revenue by a minimum of 25% during the lifetime of this new strategy. This growth will be devised and monitored against three overarching indicators – quality, viability, and relevance – underpinned by sound market intelligence and the implementation of our access and participation plan. Furthermore, we will aim to allocate annually 5% of revenue towards innovative, creative edge practices and incentivised performance targets, so that we can deliver a suite of six Strategic Initiatives.



Our Six University Initiatives

1

AUB Bournemouth Film School

Expand and deepen a global ambition for the AUB Film School through our excellent programmes of study, practice and research.

2

AUB Open Campus

Refresh, reshape and grow our pre-degree, short course, future franchise and global pathways with an expanded portfolio of executive, progression opportunities, summer schools and micro-credentials.

3

Creative and Digital Dorset

As a civic university, maximise our regional relevance through innovative programmes of business development, knowledge exchange and work-integrated learning for students and alumni.

4

AUB Lab 4 Creative Technologies

Accelerate our advantage in creative technologies to develop research, doctoral study and industry impact through partnership projects in the new Innovation studio.

5

AUB Global

Enhance our global standing through student activities, research projects and industry partnerships with leading arts, design, media and performance institutions worldwide.

6

AUBITaL: Innovation in Teaching and Learning Lab

Maximise AUB's prowess in L&T excellence, DELTA and pedagogic innovation to realise the step change in hybrid learning, teaching and exchange.

Acknowledgements & thanks

The *AUB 2030 Strategy* was developed and designed between January and July 2020 through open engagement with staff, students and stakeholders. AUB Board of Governors played a significant part in helping critique the components of the Strategy, as did the AUB Students' Union, and I would like to extend particular thanks to sabbaticals Jordan Verdes, Stella Kajombo, Louise Hall, and Kamila Dowgiert, for their support and commitment to enriching the strategy and AUB's campaign Black Lives Matter. Thank you to all colleagues, alumni and external supporters who contributed in many important ways to this strategy.

Professor Paul Gough, Vice-Chancellor

