

STRATEGIC PLAN 2015-2020

LEEDS COLLEGE
of MUSIC



Quarry Hill Campus

INTRODUCTION

This strategic plan commences in Leeds College of Music's 50th year. At fifty, we are old enough to appreciate our strengths, but young enough not be constrained by our history. We are confident that our best is yet to come. Through this Strategic Plan, LCoM is plotting its own trajectory as a centre of musical learning that will inspire and empower its graduates to develop rewarding careers in a global industry. We will continue our important role in providing lifelong music access to the communities of Yorkshire, a hallmark of LCoM since its foundation in 1965.

Our vision is to be a leading European conservatoire. This sets an ambitious goal for 2020. We will engage with music as both art form and industry, and we will align LCoM with like-minded European institutions through our commitment to contemporary practice, musical freedom, the application of technology and by providing graduate opportunity.

We will achieve this through a focus on quality in the teaching and learning, staff, buildings, and technology that will support our students on their journey. Ours will be a conservatoire curriculum aligned with students' contemporary needs. Further innovative courses will take their place in our portfolio alongside our established pathways in pop, jazz, classical, music production and music business.

We will develop students' creative instincts, not just as performers, composers or producers, but as entrepreneurs too. As our industry changes, so must LCoM, to become the destination of choice for students driven to succeed in a career that offers great challenge and greater reward.

We will continue to provide the performance, studio, rehearsal, practice and media resources that set the standard among UK institutions. We'll extend our reach into Leeds's cultural life too, playing our part in the city's drive toward EU Capital of Culture 2023.

We will be artistically ambitious, quality driven and industry focused. Our aims will build on three principles: exceptional learning, musical discovery, and collaboration; supported by a commitment to sustainability, team development and maintaining exemplary facilities. Clear and focused, our aims provide LCoM's best asset, its people, with the firm foundation on which we will deliver our five year mission, the overture to LCoM's next half century.

Gerry Godley

Principal and Managing Director

Libby Raper

Chair of the Board of Directors

OVERVIEW

Showing how our vision, mission and values are supported by our strategic aims for 2015-2020.

Our Vision

To be a leading European conservatoire



Our Mission

We are artistically ambitious, quality driven and industry focused. We are actively engaged in the future of music making. Our environment nurtures independence and creative risk.



Our Values

Creative

Rigorous

Supportive

Sustainable

Our Strategic Aims



Core Aims: Quality

1. Offer our students an exceptional learning experience
2. Be a centre of creative discovery
3. Embed collaboration within our culture

Enabling Aims: Growth

4. Develop our team to inspire and support our students and each other
5. Provide exemplary facilities and technology
6. Operate sustainably

CORE AIMS

Our core aims will enhance the quality of our distinctive offer.

1. Offer our students an exceptional learning experience

Continually develop our curriculum

We will ensure that our curriculum is rigorous, challenging and aligned with the needs of the contemporary music industry, and that it enables individual students to explore a range of musical genres. The curriculum will value artistic expression, creative risk, employability and collaboration and will ensure that LCoM develops composers, performers, producers and entrepreneurs who can flourish in a global marketplace.

Provide inspirational teaching

We will attract talented students across the musical genres, and support their creative development through inspiring and stimulating learning and teaching with staff who actively maintain an artistic, professional and academic profile.

Provide exceptional support and opportunities

We will support and nurture our students artistically and pastorally throughout their entire journey. Their voice will be at the heart of the conservatoire experience. LCoM's multidisciplinary environment will provide them with rich collaborative opportunities, further enhanced by our industry networks and partnerships with UK and European institutions.

2. Be a centre of creative discovery

Deliver a distinctive artistic programme

We will position LCoM as a complementary cultural resource for Leeds, working in an educational context with partners on and off campus to deliver a stimulating, sustainable and inclusive artistic programme. We will engage audiences through work that reflects our artistic ambition, informed by our students and shaped by our curriculum.

Encourage engagement with and access to our provision

Our Short Courses offer will encourage lifelong musical discovery and development, and we will strengthen our partnership initiatives to increase public engagement with our work. We will continue to engage with young people in the region to raise aspiration and attainment in music, and we will increase our scholarships provision to attract and support talented students, irrespective of background.

Promote and celebrate equality, diversity and inclusion

We value social and cultural diversity and we are committed to promoting equality and social cohesion and building community links. We respect the dignity of all those who visit, study and work at LCoM and provide conditions that encourage everyone to participate, progress and achieve in their learning. We seek to maximise the potential of our staff and students, to be responsive to new ideas and to equip our students for life in a diverse and multicultural society.

3. Embed collaboration within our culture

Develop effective partnerships and networks

We will build collaborative networks with relevant local, regional, national, European and worldwide cultural partners and education providers, and build effective partnerships that bring tangible benefits and enhance the reach and impact of all partners.

Develop collaboration in the curriculum

We will define, contextualise and encourage collaboration as part of the curriculum through our learning, teaching and assessment strategies, and as part of the student and audience experience through our artistic policy.



ENABLING AIMS

Our enabling aims will facilitate our growth as an organisation.

4. Develop our team to inspire and support our students and each other

Invest in our staff

Our core values will be delivered through the dedication of our key asset, our staff. Through our people strategy, we will reward their initiative, commitment and achievement, and we will invest in training and development, support for professional practice and talent retention.

Provide effective and high-quality service and processes

We will continually review how we operate to ensure that our service, processes and communication are responsive to the needs of our stakeholders, and meet or exceed their expectations.

5. Provide exemplary facilities and technology

Invest in our estate

We will continue to invest in our estate, recognising that exceptional teaching and working environments are essential to the delivery of our mission. Our estates strategy will drive our ambition to provide the best facilities in the sector, as merits our location in the city's cultural quarter.

Develop our use of technology

We will regularly review our use of music and learning technology to ensure currency and sustainability, and embrace emerging technology that enhances our teaching and learning. We will further embed virtual, mobile and blended learning throughout our curriculum.

6. Operate sustainably

Develop our environmental sustainability

We will embed sustainability as an integral part of our business, through behaviour change and infrastructural initiatives that promote sustainable practices. We will invest further in capital projects that demonstrably reduce our carbon footprint and energy consumption.

Achieve financial sustainability

We will achieve a net margin of 7%, allowing LCoM to generate positive operating cashflows to enable continued investment in resources. All of our departments will manage to agreed budgets and forecasts for each academic year. We will achieve annual student number targets for recruitment and retention, with input from academic and professional support departments.

Develop our institutional strength

We will position LCoM for gaining Taught Degree Awarding Powers (TDAP) and increase our activities in professional practice and scholarship. We will improve quality in all areas, including academic output, quality assurance, internal process and institutional reputation, developing LCoM for the longer term.