Delivering transformative education. 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.

UAL Strategy 2015-2022
### Strategic priority 1

We will promote teaching excellence through a systematic approach to recruitment, reward and recognition

- Establishing recruitment approaches that evaluate teaching excellence at the point of recruitment
- Supporting the staff development needs of teaching staff at all points in their teaching career
- Establishing clear job specifications and job descriptions that set out the requirements for teaching excellence across all relevant job families
- Developing a UAL Teaching Excellence Profile that supports reward and recognition policies and delivery
- Increasing engagement in HEA UK Professional Standards Framework at all levels from Associate to Principal Fellowship
- Embedding Teaching Scholars and SUARTS/UAL teaching awards
- Hosting internal and external seminars and conferences to lead pedagogic debate
- Developing and disseminating expertise in enquiry-based and object-based learning
- Establishing a UAL Teaching and Learning Journal to share and disseminate best practice
- Creating a UAL Teaching and Learning Exchange to support the development of excellent teaching
- Ensuring the numbers of staff eligible for a National Teaching Fellowship
- Providing and enhancing the Teaching and Learning Exchange staff development offer needs of diverse job families (including library/technical/research and academic support)

### Strategic priority 2

We will develop and offer creative, curious, critical curricula

- Developing and disseminating expertise in enquiry-based and object-based learning
- Enhancing the enterprise and employability offer within the curriculum, working through the University's Careers and Employability Unit and College-based teams
- Developing close relationships between teaching and research teams to promote research-rich teaching practice
- Developing approaches to the adoption of Quality Enhancement themes that enable the university to share best practice
- Establishing a joint student and staff fund to support innovative curriculum development
- Developing and disseminating expertise in enquiry-based and object-based learning
- Enhancing the enterprise and employability offer within the curriculum, working through the University's Careers and Employability Unit and College-based teams
- Developing close relationships between teaching and research teams to promote research-rich teaching practice
- Developing approaches to the adoption of Quality Enhancement themes that enable the university to share best practice
- Establishing a joint student and staff fund to support innovative curriculum development

This strategy sets out UAL’s ambition in relation to learning, teaching and enhancement. The production of this strategy has been supported by staff and students working across the constituent colleges of UAL.

### Context

The university recognises that exceptional teaching is at the heart of UAL’s mission and identity as a creative institution. Teaching excellence is therefore central to all that UAL does. This strategy will establish a culture that supports teaching excellence, enriched by research, industry and scholarship.

### Enhancement

This strategy reflects the university’s commitment to the strategic leadership of enhancement. Reporting directly to the Academic Board, the Learning, Teaching and Enhancement Committee (and its college level equivalents) is a key driver for the delivery of this strategy.

### Reclaiming teaching

For some years at UAL, there has been an appropriately concentrated focus on students, the student experience and learning. This focus has been important to ensure that our policies, practices and approaches support student learning and attainment. However, this shift in focus has inadvertently drawn our attention away from teaching and teachers. We know that teaching and learning are jointly premised on enquiry and the co-production of knowledge and practice. This strategy addresses teacher experience as well as student experience. Teaching is at the centre of this strategy. This does not downplay the importance of students or learning. Instead the objective is to adopt an expanded definition of teaching that encompasses its distinctiveness across our diverse disciplinary (and inter-disciplinary) contexts.
Teaching as a creative practice

Consultation for this strategy underlines the need and commitment to creative, teaching and learning. Whilst acknowledging that creativity is a complex and contested term it is recognised that all subjects can be taught creatively. As a large specialist arts university, creative education lies at the heart of the student experience. We offer students extensive opportunities to develop their creative and critical thinking which are supported by creative and critical teaching. At UAL, teaching is understood as a creative practice and foregrounding the creativity of the teaching environment is key to the development of learning and teaching and making. This strategy recognises and celebrates the creative teaching practices that underpin our offer across all our subjects.

Student learning is maximised when students, academic, professional, technical and support staff work in partnership to support student learning. This strategy recognises the importance contribution made by technicians, academic support staff, librarians and special collection managers. This strategy also seeks to establish effective partnership working within and across the colleges and departments in UAL. Partnership working is a key enabling.

We will deliver inclusive teaching and learning

We will do this by:

We will deliver digital and inclusion and attainment:

- Coordinating alignment gap work across the university
- Embedding inclusion and diversity into all Continuing Professional Development for teaching staff
- Increasing numbers studying the Teaching and Learning Exchange Diversity and Inclusion unit
- Working in partnership across the Colleges/Exchange Team/Widening Participation/Language Centre and Academic Support to maximize impact of work addressing inclusion
- Offering peer mentoring to support inclusion and attainment
- Offering teaching spaces that support collaborative, participatory and enquiry-led teaching

We will deliver employmentability

We will do this by:

- Offering a wide range of extra curricula, employability opportunities that address key stakeholder groups
- Embedding the work of the Student Employability Practitioners within each of the colleges
- Offering awards and funding opportunities for students to develop their employability
- Embedding the work of the Student Employability Practitioners within each of the colleges

Practical

Our activities should lead to concrete, accessible and usable ideas, tools and resources that can make an immediate and meaningful difference to the learning and teaching environment.

Scholarly

This strategy recognises and celebrates the creative teaching practices that underpin our offer across all our subjects.

We will enhance students’ employability

We will do this by:

- Offering wide range of extra curricula, employability opportunities that address key stakeholder groups
- Persuading participation students, postgraduate students and international students
- Establishing employability mentoring support for targeted hard-to-reach student groups
- Offering awards and funding opportunities for students to develop their employability
- Embedding the work of the Student Employability Practitioners within each of the colleges

Working proactively with course leaders who are developing new courses within the curriculum

- Providing; employability online resources for use by students and staff at UAL
- Offering high-quality staff development that builds staff capacity in relation to employability and intellectual property
- Providing employment with annual DLHE statistics to steer employability programmes
- Supporting systems that allow students to track their employability development
- Offering students work through UAL, Artes Tiempos and Creative Opportunities
- Developing a framework for creative employability and enterprise attributes to help students and staff map the development of employability across each course

Our values

Collaborative

Outstanding learning experiences are the outcome of partnership with colleagues and students to bring together their expertise, inventiveness and unique perspectives to enrich the student learning experience.

Inclusive

Recognising, valuing and promoting diversity is central to a fair and inclusive learning environment for all staff and students.

Ground-breaking

Creative teaching is only possible when we can challenge orthodoxies and experiment, innovate and take creative risks as pedagogically, socially and educationally.

Strategic priority 3

We will embed the digital within all aspects of teaching and learning to prepare students for digital futures.

Strategic priority 4

We will collaborate in teaching and learning to support creativity.

Strategic priority 5

We will establish partnerships and networks that support creativity.
Strategic priority 1
We will promote teaching excellence through a systematic approach to recruitment, reward and recognition

We will do this by:
- Establishing recruitment approaches that evaluate teaching excellence at point of recruitment
- Supporting the staff development needs of teaching staff at all points in their teaching career
- Establishing clear job specifications and job descriptions that set out the requirements for teaching excellence across all relevant job families
- Developing a UAL Teaching Excellence Profile that supports reward and recognition policies and delivery
- Increasing engagement in HEA UK Professional Standards Framework at all levels from Associate to Principal Fellowship
- Establishing a well recognised teaching career ladder
- Appointing Visiting Professors to support the development of excellent teaching
- Embedding Teaching Scholars and SUARTS/UAL teaching awards
- Hosting internal and external seminars and conferences to lead pedagogic debate
- Creating a UAL Teaching and Learning Journal to share and disseminate best practice
- Ensuring that the Teaching and Learning Exchange staff development offer meets needs of diverse job families (including library/technical, research and academic support)

Strategic priority 2
We will develop and offer creative, curious, critical curricula

We will do this by:
- Developing and disseminating expertise in enquiry-based and object-based learning
- Enhancing the enterprise and employability offer within the curriculum, working through the University’s Careers and Employability Unit and College-based teams
- Developing close relationships between teaching and research teams to promote research-rich teaching practice
- Developing approaches to the adoption of Quality Enhancement themes that enable the university to share best practice
- Establishing a joint student and staff fund to support innovative curriculum development

This strategy sets out UAL’s ambition in relation to learning, teaching and enhancement. The production of this strategy has been supported by staff and students working across the constituent colleges of UAL.

Context
The university recognises that exceptional teaching is at the heart of its mission, and is uniquely renowned as a leading institution for creative arts education. UAL’s students’ learning will be developed and enhanced by exceptional creative teaching, enriched by research, industry and scholarship.

This strategy applies to all teaching at UAL, from Foundation Diplomas to Research Degrees and it acknowledges differences in approaches in levels and disciplines.

Enhancement
This strategy reflects the university’s commitment to the strategic leadership of enhancement, reporting directly to the Academic Board, the Learning, Teaching and Enhancement Committee (and its college level equivalents) is a key driver for the delivery of this strategy.

Reclaiming teaching
For some years at UAL, there has been (appropriately) a concentrated focus on students, the student experience and learning. However, this shift in focus has inadvertently drawn our attention away from teaching and teachers. We know that teaching and learning are jointly premised on enquiry and the co-production of knowledge and practice. This strategy addresses teacher experience as well as student experience. Teaching is at the centre of this strategy. This does not downplay the importance of students or learning. Instead the objective is to adopt an expanded definition of teaching that encompasses its distinctiveness across our diverse disciplinary (and inter-disciplinary) contexts.
Teaching as a creative practice

Consultation for this strategy underpins our commitment to, and commitment by, creative teaching and learning. Whilst acknowledging that creativity is a complex and contested term it is recognised that all subjects can be taught creatively. As a large specialist arts university, creative education lies at the heart of the student experience. We offer students a creative cultural environment that support creativity. All UAL teaching is understood as a creative practice.

Foregrounding the creativity of teaching opens up the synergies between the creative practices of teaching and making. This strategy recognises and celebrates the creative teaching practices that underpin our offer across all our subjects.

Partnership

Student learning is maximised when students, academic, professional, technical and support staff work in partnership to support student learning. This strategy recognises the important contribution made by technicians, academic support staff, librarians and special collection managers. This strategy also seeks to establish effective partnership working within and across the colleges and departments in UAL. Partnership working is a key enabler.

We will do this by:

Working with colleagues to shape the creative pedagogic digital development in all of the University’s buildings.
Developing staff and student digital capacity using a wide range of approaches that include blended learning/workshops/short courses/bespoke training and research.
Developing our core platforms in response to colleagues’ and students’ needs and aspirations.
Undertaking ongoing investigations into the appropriation of digital technology by students to inform the development of the student and to keep colleagues up to speed on evolving approaches.
Working with colleagues to shape the ongoing development and research of relevant areas to form Digital Literacy and Digital Identity.

Building on our history of discussions around the value, role and use of digital platforms and spaces in learning and practice at UAL, and beyond.
Ensuring that staff are equipped to keep abreast of the ways that emergent technologies can transform learning and teaching.

We will deliver inclusive teaching and learning to prepare students for digital futures.

We will do this by:

Coordinating alignment gap work across the university.
Embedding inclusion and diversity into all Continuing Professional Development for teaching staff.
Increasing numbers studying the Teaching and Learning Exchange Diversity and Inclusion unit.
Working in partnership across the Colleges/Exchange Team/Widening Participation/Language Centre and Academic Support to maximize impact of work addressing inclusion.
Offering peer mentoring to support inclusion and attainment.
Offering teaching spaces that support collaborative, participatory and enquiry-led teaching.

We will enhance students’ employability.

We will do this by:

Offering a wide range of extra-curricular, employability opportunities that address key stakeholder groups including widening participation students, postgraduate students and international students.
Establishing employability mentoring support for targeted hard-to-reach student groups.
Offering awards and funding opportunities for students to develop their employability.
Embedding the work of the Student Employability Practitioners within each of the colleges.
Working proactively with course leaders who are developing new courses and embedding the curriculum.
Providing employability-related resources for use by students and staff at UAL.
Offering high-quality staff development that builds staff capacity in relation to employability and intellectual property.
Providing engagement with external ODListe statistics to steer employability practice.
Supporting systems that allow students to track their employability development.
Offering students work through UAL Arts Temps and Creative Opportunities.
Developing a framework for creative employability and enterprise education.

Our values

Collaborative

Outstanding learning experiences are the outcome of partnership with colleagues and students to bring together their expertise, innovation and unique perspectives to enrich the student learning experience.

Inclusive

Recognising, valuing and promoting diversity is central to a fair and inclusive learning environment for all staff and students.

Ground-breaking

Creative teaching is only possible when we can challenge orthodoxies and experiment, innovate and take creative risks as pedagogically- informed and highly-skilled educators.

Practical

Our activities should lead to concrete, accessible and usable ideas, tools and resources that can make an immediate and meaningful difference to the learning and teaching environment.

Scholarly

The enhancement of learning and teaching should be evidence- and research-informed, drawn on the outcomes of rigorous and ongoing critical questioning, evaluation and enquiry into teaching.

Strategic priority 3

We will embed the digital within all aspects of teaching and learning to prepare students for digital futures.

Strategic priority 4

We will deliver inclusive teaching and learning.

Strategic priority 5

We will enhance students’ employability.
Delivering transformative education

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 education that is responsive, responsible, imaginative and inspirational.

UAL Strategy 2015-2022

Learning, Teaching and Enhancement Strategy 2015-2022

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UAL Strategy 2015-2022

Learning, Teaching and Enhancement Strategy 2015-2022