

# Knowledge Exchange Strategy 2021-2026



**ual:**

- Vision, Mission, Values
- Our Strategy 2021-26
- The situated creative economy

## Vision, Mission, Values

### Vision

To establish UAL's knowledge exchange (KE) ecosystem as world-class, providing an exceptional environment for creative education and enquiry, and delivering a unique quality and scale of creativity-driven impact in the places that we operate.

### Mission

To leverage this ecosystem to deliver transformative KE that will:

- Tackle major global challenges through multi-disciplinary partnerships
- Empower a new generation of creative, innovative and entrepreneurial change-makers
- Further the UK's leadership in creativity-driven innovation
- Co-create solutions to place-based challenges with local communities
- Extend our reach and ability to create positive change through our networks
- Enable UAL to remain the #1 destination for creative talent globally

### Values

UAL is committed to the values of social justice and sustainability. UAL's KE activities are both civically engaged and entrepreneurial, and aligned to our charitable mission as a public educator.

UAL, therefore, identifies KE as a form of social entrepreneurship – leveraging the value of our knowledge, skills, methodologies and pedagogies to enhance the delivery of our institutional mission, whilst delivering societal benefit and promoting the value of creativity.

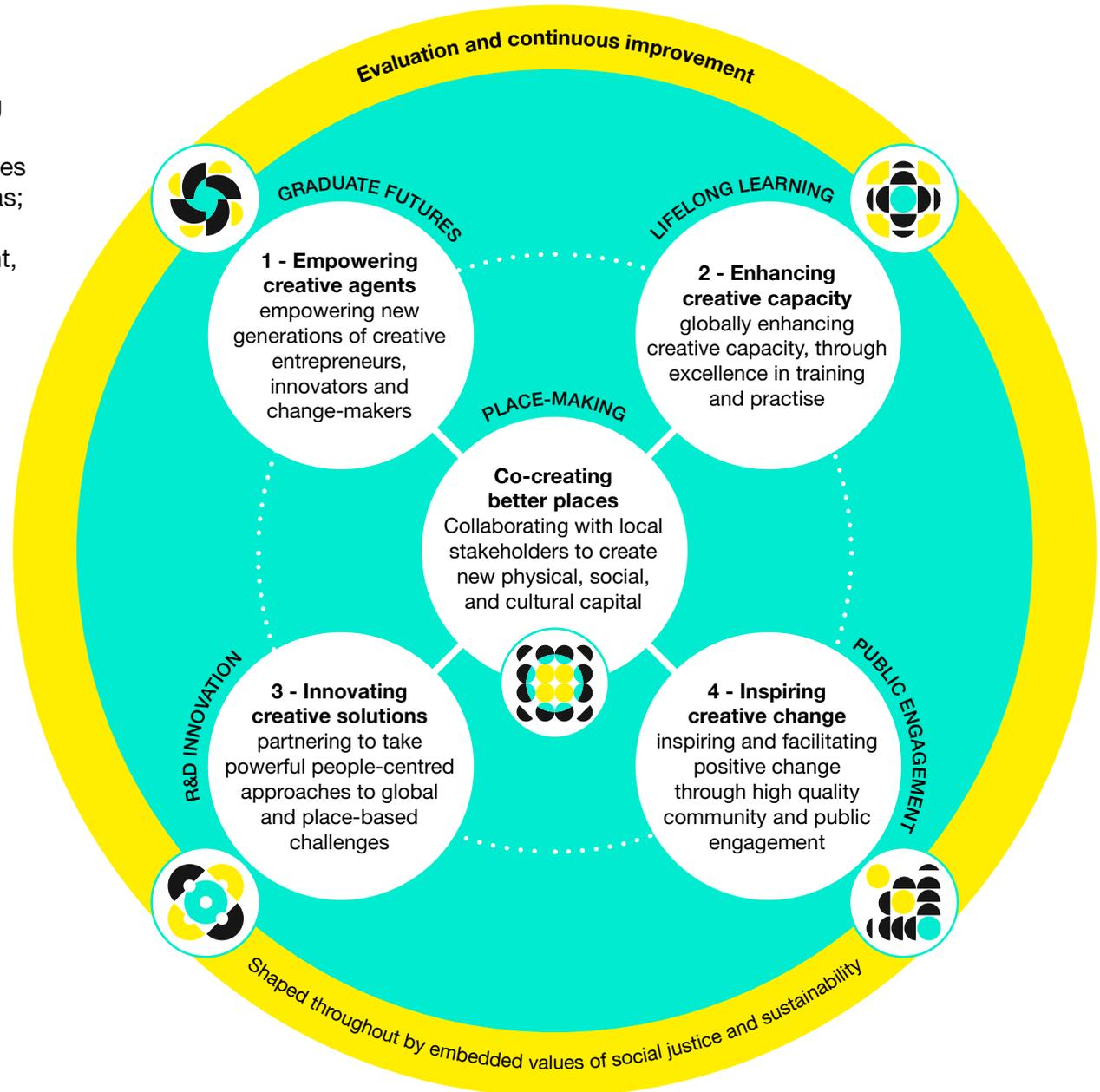


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## Our Strategy 2021-26

Our KE Strategy consists of:

- four key areas of distinctive mission-driven activity;
- a coordinating place-making framework for deploying a critical mass of these activities in specific geographical areas;
- a commitment to evaluation and continuous improvement, and the embedding of our institutional values.



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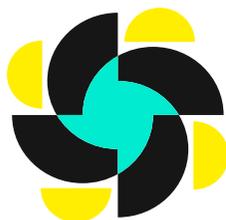
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## Strategy 1 Empowering Creative Agents

Empowering new generations of creative entrepreneurs, innovators and change-makers

1. Scaling our delivery of high quality, transformative and inclusive external/ industry engagement opportunities for our students.
2. Developing more strategic partnerships with external organisations who want to engage with our students to shape their talent pipeline, and bring fresh and diverse perspectives into their innovation processes.
3. Enhancing our support for student and graduate entrepreneurship, by providing greater access to enterprise education and post-study enterprise support.
4. Using our academic position and networks of influence to better understand and address structural social justice issues within the creative economy and society.
5. Launching a professional employment agency (UAL Arts Temps) that supports UAL students and graduates fairly and equitably into paid employment opportunities, and provides London's creative economy with access to the talent it needs.
6. Evidencing the value of creative graduates' careers in financial and non-financial terms, to create a more sophisticated understanding of creative graduate futures.



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## Strategy 2 Enhancing Creative Capacity

Globally reinforcing the power of creativity through excellence in training and practice

1. Delivering the final 2 years of our 3-year re-building business plan, which aims to retain the growth in our online learning while rebuilding our vibrant face-to-face programme.
2. Building on our successful trial of the UK's first graded awards in art and design subjects, addressing the decline of creative education in schools.
3. Developing an online learning pedagogic support unit with specific expertise in short-form learning and the pedagogy and systems needed to replace this. This will also enable our non-credit and pre-degree offer to form part of UAL's future online expansion.
4. Developing online, low residency, and face-to-face provision that supports work-based learning at postgraduate level, including micro-credentials and industry-focused offers.
5. Expanding UAL's Awarding Body offer into a range of new courses to support non-degree learners into the creative sector, focusing on technical and professional education.
6. UAL's Awarding Body will consider in detail whether to extend its current offer to include GCSEs and A-levels.
7. Completing the redesign of our English Language preparation offer to focus more on ensuring diversity in its pipeline of international students.
8. Growing our wellbeing and 'return to creativity' focus for older learners to reflect known trends and to respond to post-pandemic lifestyle changes.



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### Strategy 3

## Innovating creative solutions

Partnering to take powerful people-centred approaches to global and place-based challenges

1. Positioning UAL as the first choice as a creative partner for projects addressing complex intersecting global challenges such as those identified by the [Global Challenges Research Fund](#), and the [United Nations Sustainable Development Goals](#).
2. Establishing UAL as the leading HEI in the UK to deliver large-scale R&D programmes that leverage the creative economy to support post-pandemic recovery, address issues of regional inequality, and drive innovation.
3. Extending the reach and impact of our models for [quintuple helix](#) social innovation, addressing complex social challenges by co-creating solutions with local stakeholders.
4. Undertaking a step-change in the ambition and scale of our partnerships in challenge-led areas, building specialist capability and capacity around UAL's new Institutes.
5. Creating new platforms for external engagement that foreground our specific academic expertise in addressing challenges from the local to the global context.



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## Strategy 4

### Inspiring creative change

Inspiring and facilitating positive change through high quality public and community engagement

1. Growing the scale and reach of our public and community engagement activities to involve new and diverse local communities through participatory practices that increase creative skills and confidence.
2. Working with our civic and community partners to access new and increased levels of project funding to support the delivery of our shared objectives.
3. Pursuing greater access and wider participation in creative education at all levels, through partnerships with schools, colleges and other Further Education providers.
4. Expanding the role of high-quality public and community engagement to strengthen our civic partnerships in places of strategic focus, supporting wider programmes of activity.
5. Increasing our institutional reach, by digitally platforming more of our public engagement activities and working with partners to innovate our approaches.
6. Developing further strategic focus for our public and community engagement activities, and gaining external recognition for their strength and quality.



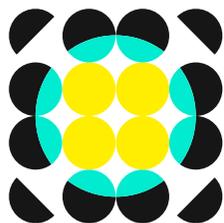
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## Strategy 5

### Co-creating better places

Collaborating with local stakeholders to create new economic, social, environmental and cultural capital

1. Continuing to strengthen the strategic development of our priority places, including: Fashion District, South London Creative and Digital Cluster and King's Cross Knowledge Quarter.
2. Extending our activities to other places and clusters of strategic focus: for example, this may include growing the impact of our R&D work with the fashion, textiles and technology sectors; deepening our international city partnerships; and/or applying our expertise in culture and creativity to sustainable development, in partnership with NGOs.

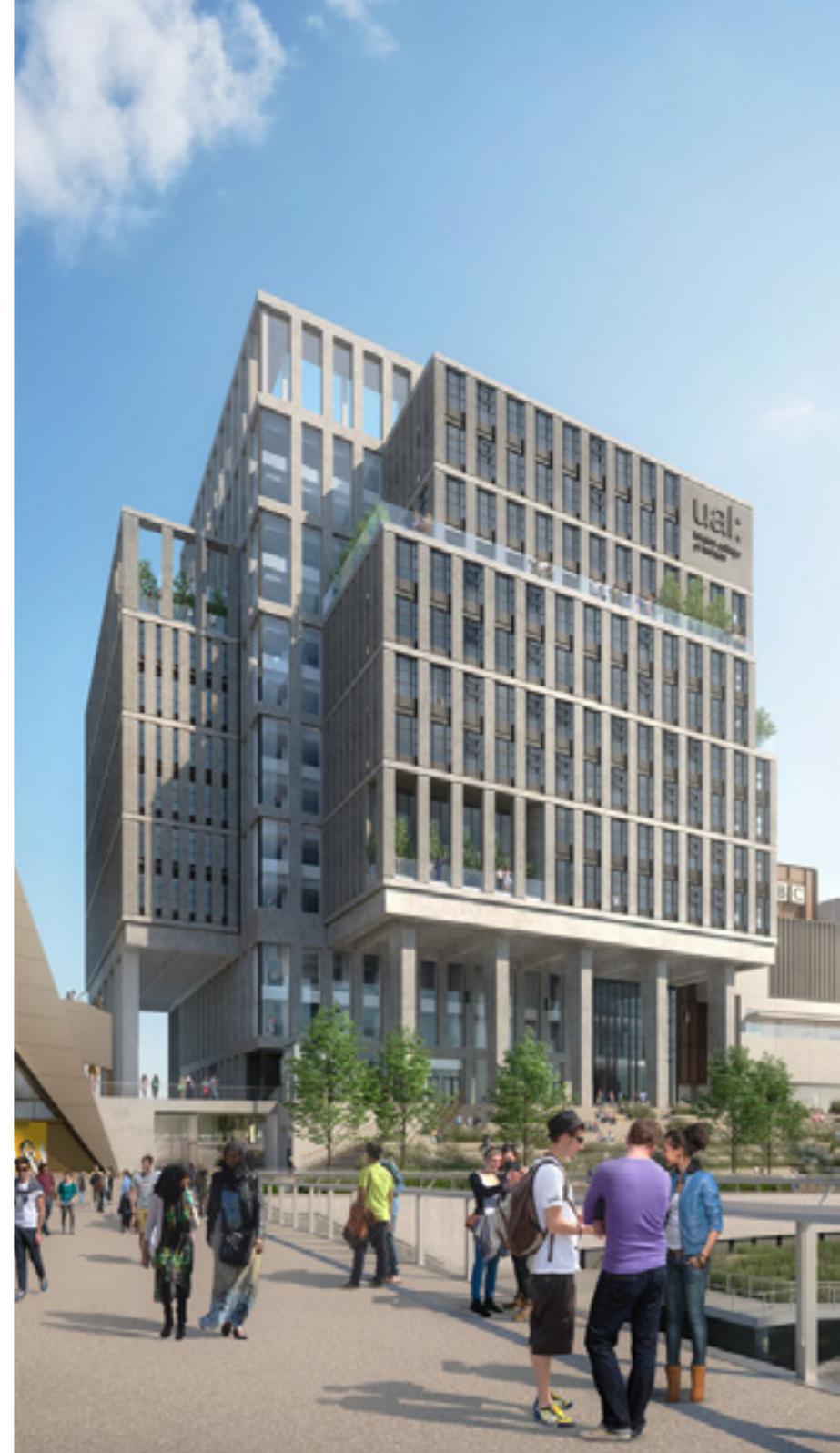
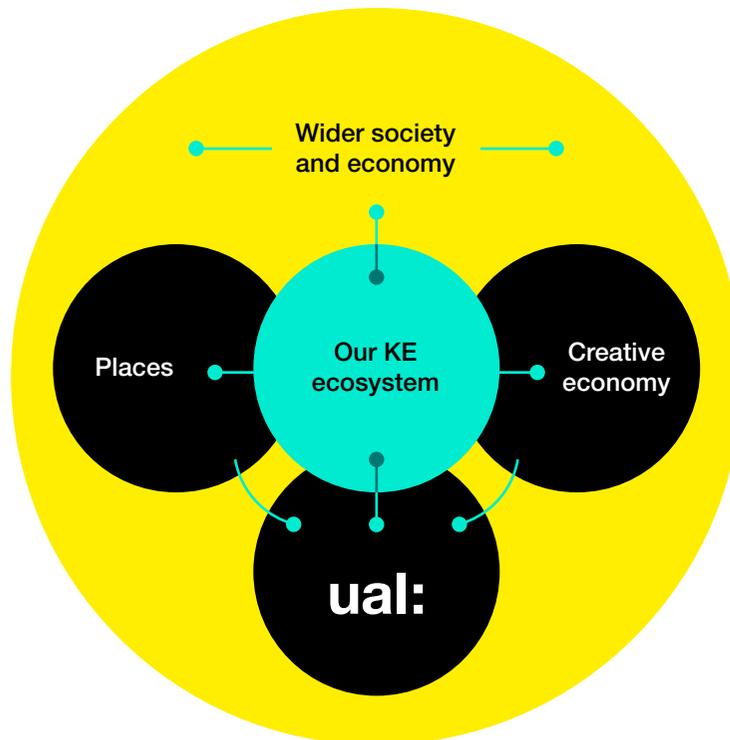


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## The situated creative economy

Underpinning our KE Strategy is a strong and clear understanding of the creative economy, its interdependencies as a system, and the critical pathways by which we create positive change within this system.

Our KE strategy also engages with the other important intersecting systems in which creative economies are situated, those of 'place' – primarily London, but also an emerging set of other places, both nationally and internationally.



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**An uncertain economic future, but a certain need for creativity.**



## Image credits

Page 2: Students and academics participating in an urban regeneration workshop as part of Co-design Your Place | Photography: Bartek Dworski.

Page 4: Sarah Trowsdale, MA Textile Design, Chelsea College of Arts, UAL | Photography: David Poultney.

Page 5: Rochelle Saunders, MA Arts and Cultural Enterprise at Central Saint Martins, UAL | Photography: Alys Tomlinson.

Page 6: Wearable tech, product design experimentation with Creative Computing Institute, UAL | Photography: Georgina Capdevila Cano.

Page 7: Forest Coats Fashion Show at Arbeit Studios Leyton Green, as part of Making for Change: Waltham Forest | Photography: Adam Razvi.

Page 8: Collaborative project with Southwark Council and London College of Communication, UAL | Photography: Betty Zapata.

Page 9: Illustration of new building for London College of Fashion, UAL based on the Queen Elizabeth Olympic Park in Stratford.

Page 10: Student from MA Sound Design, London College of Communication, UAL.

If you would like to explore partnering with UAL on a KE activity, and working with our staff and/or students, then please contact us at: [business@arts.ac.uk](mailto:business@arts.ac.uk)

If you have any enquiries about our KE Strategy, our approach to managing KE, or are another university looking to partner with UAL, then please contact us at: [knowledge-exchange@arts.ac.uk](mailto:knowledge-exchange@arts.ac.uk)

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