

2011/12 – 2015/16 Strategic Plan Summary

Foreword from the Director

This document sets out a summary of The Courtauld's Strategic Plan to 2016. Our strategy was the result of careful analysis of our environment, much thought and consultation with alumni and staff and students across The Courtauld. It sets out the changes we are making to continue to be successful within a challenging and ever-changing operating environment. It also communicates our pride in this wonderful institution, and our confidence in our ability to continue to develop in the years ahead.

In the academic year 2013 - 2014 we shall be reviewing and revising the Strategic Plan for the period 2014 – 2019.

Professor Deborah Swallow
Märit Rausing Director
July 2013

Our vision

To be a global centre for the understanding of art as essential to humanity/society.

Our mission and purpose

The Courtauld Institute of Art exists to offer leadership in the fields of art history and conservation. As a global centre of excellence/expertise, its purpose is to open minds to the ideas and experiences inherent in art.

Our values

In fulfilling its purpose, The Courtauld holds the following values:

- We are committed to excellence.
- We believe in opening, nurturing, engaging and challenging minds.
- We encourage and reward exploration and innovation

Our values underpin all our activities and help guide staff and students in their work and studies.

Our character

- The scope of The Courtauld Institute of Art is unique. As a college of the University of London, it brings together exceptional teaching and research in the history and conservation of art, and an outstanding art collection. At The Courtauld's heart is a community of scholars and students who work together on an unmatched concentration of subject specialisms from antiquity to the present.
- The Courtauld benefits individuals and society by extending knowledge and activating the effects of art/informing/their responses to art. Through its London hub and its wide network of collaboration and influence, it stimulates the cultural sector locally and globally by developing new ideas and expertise. Through its graduates it generates an evolving community of specialists who shape the art world.
- The Courtauld combines this character with a commitment to extend access to the important ideas and unique experiences offered by the visual arts.
- The Courtauld cares for an outstanding art collection in the heart of London, and has library and image resources of great significance. The Gallery encapsulates The Courtauld's mission to illuminate art for all.

Strategic aims and priorities

To achieve our vision, The Courtauld will pursue the following strategic priorities:

1. To carry out, promote and shape research at the highest level and to act as a leading facilitator of national and international scholarship and expertise in our field.
2. To offer teaching programmes of optimum quality and effectiveness.
3. To recruit to art history and conservation students with the highest academic, intellectual and technical potential and support them at every level from registration to employment, providing opportunities to make the best contribution to society.
4. To care for and develop the Gallery and library collections as central resources for The Courtauld and as key parts of our own and the national and the international infrastructure for teaching and research in our field.
5. To engage with the wider public through The Courtauld Gallery's outstanding collection and special exhibitions, through diverse and innovative public programmes and through the dissemination of excellent research.
6. To secure The Courtauld's long-term sustainability.

Key academic and organisational objectives

Working both at the hub of our operations in London, through collaborations and with our alumni and professional networks of connection we have identified the following key academic and organisational objectives:

- **To continue:**
 - to raise quality and to lead in our fields through our research and teaching
 - to improve the ways in which we bring our research and teaching to the wider public through our Gallery and collections and public programmes
- **To focus on**
 - maximising the opportunities that we give to our students through both pre-entry initiatives, enhanced experience at The Courtauld and the development of their skills in relation to employment.
 - improving our use of digital media and new technologies.
 - increasing our global reputation and presence.
- **To secure:**
 - The Courtauld's long-term sustainability through proactive business planning, increases in revenue and investment growth
- **To improve:**
 - our operational, management and communication functions in direct service to the mission.

Key projects and targets for the years 2011 - 2013

Key projects and targets include:

Continuing to secure excellence in research, teaching and the Gallery:

- Secure high quality new faculty appointments: Modernism (2); Renaissance (1); Buddhist art and conservation (1); Early career lectureship (1).
- Complete and deliver research outputs and impact studies for Research Excellence Framework (REF) submission.
- Secure Arts and Humanities Research Council (AHRC) research student funding through the Consortium for the Humanities and the Arts Southeast England (CHASE).
- Deliver high quality exhibition programme.

All of the above targets have been achieved.

Focusing on students, visitors, new technologies and global reach:

- Appoint Associate Dean for Student affairs; working with the Academic Registry and the Students' Union, improve facilities, resources and services for students.

- Plan and implement next stages of integrated digital strategy in order to expand digital image resources, VLE (including Evision), website and digital publications, including installation of new collections management system for Gallery collections and project planning for digitisation of image libraries.
- Implement marketing and communications strategy, and create marketing team.
- Continue to develop and implement Asia strategy.

All of the above targets have been achieved.

Securing sustainability:

- Maximise student fee income by focused management of degree course offerings.
- Secure HEFCE specialist teaching grant.
- Apply for externally funded individual and collaborative research projects.
- Develop project to expand commercial (extension) learning programme.
- Implement new philanthropic annual revenue and scholarship funding campaign and build the endowment through investment and through additional gifts.

Work on all of the above projects is ongoing.

Improving operations:

- Negotiate new lease on building.
- Complete space utilisation project, define space needs for 20+ years horizon, and implement strategy.
- Install new Gallery environmental plant.
- Improve visitor services in the Gallery.
- Review senior management structure and roles in light of succession issues and changing environment.

Negotiations on the new lease and improvements to visitor services are ongoing. The other targets have been achieved.

The full text of the Strategic Plan is available from the Marketing and Communications Department email: [marketing @courtauld.ac.uk](mailto:marketing@courtauld.ac.uk)