



Executive Summary

We Will...

Shape the future of art forms, artists and society through education, engagement and research.

Grow a sustainable community that nurtures, supports and celebrates inclusive art making from grassroots to world-leading performance and production.

Address inequalities and enhance inclusion across every aspect of our activity.

Ensure young people in Scotland have opportunities to progress into further and higher studies in specialised performance and production, artistic practice and research.

Engage collaboratively and have impact through partnerships across Europe and throughout the world.

Invest in our students and staff, developing their sense of achievement and self-fulfilment.

Be at the heart of Glasgow's civic life, Scotland's cultural leadership and global artistic and educational impact.

Be an exemplar for our sector and nation in sustainable, ethical and inclusive initiatives, delivering a prosperous and artistically rich future for the organisation, community and Scotland.

Deliver our vision through five annual supporting plans with measurable outcomes.



Our Mission:

For RCS's education, engagement and research in the performing arts to be a catalyst to shape the future of art forms, artists and society.

The Royal Conservatoire of Scotland is a leading international institution delivering performing arts education. A rich seam of stories of our students, staff and alumni and what they do, tells of their far-reaching impact on individuals, communities and the very essence of the performing arts themselves across Scotland and around the world. RCS's last Strategic Plan, *Delivering a Defining Performance*, covered a period from 2015 in which RCS rose to world-leading prominence, achieving a top ten position in the prestigious QS World University Rankings for Performing Arts for six out of the last seven years. Building on this, Strategy 2030 focuses on enhancing further RCS's artistic ambitions, resilience and sustainability and, with it, the quality, diversity and esteem of our students, staff and graduates.





Our Vision:

A sustainable community that nurtures, supports and celebrates inclusive art making from grassroots to world-leading performance and production.



The operating environment in which we find ourselves is a complex mass of geopolitical and financial challenges set in the aftermath of a global pandemic. Set positively, this continues to encourage resourceful thinking and the deployment of imaginative creative opportunities in curriculum, research and engagement activity. It has also accelerated digital engagement and ambitions well beyond where they might otherwise have been in 2023. In pursuit of equity, **we are working with staff and students to address inequalities and enhance inclusion across every aspect of our activity** for a community of staff and students from more than 60 countries. An essential element of this is a commitment to **embedding the aims and goals of an anti-racism action plan** within all of our strategic planning as well as identifying and acting on the **intersectionality of experiences of our student and staff community**. We also remain committed to **confronting the climate emergency** and offering solutions, through our operation, behaviours and artistic practice.

We are invested in nurturing new generations but there are challenges beyond our control in sustaining, far less developing further, the talent pipeline in Scotland. In an increasingly competitive UK and international context, RCS's Pre-Higher Education and Juniors work is recognised as sector-leading, and we are committed to its continued development with the goal of **ensuring all young people in Scotland have opportunities to progress into further and higher studies in specialised performance and production, artistic practice and research**.

We are proud of the work our colleagues do across Junior Conservatoire, Fair Access and Pre-HE. They change lives, so investment in these areas is essential to the ongoing sustainability of a richly diverse cultural life for our nation. The creative sector in Scotland, and elsewhere in the UK and internationally, is a key economic driver and an important employment destination for RCS graduates. Alongside the many other areas to which our graduates contribute, film, screen, gaming and production/post-production in particular, are all fast-growing fields in Scotland, requiring many of the skills we teach.

RCS's consistently outstanding graduates place us at the forefront of artistic innovation *and* established quality across a breadth of areas in exciting times nationally, as well as beyond. We aim to **engage collaboratively and have impact through partnerships across Europe and throughout the world** – including regions and institutions new to us that share our creative values. Through these, we will support the diversification and enrichment of our practice and research community now, as well as for generations of students to come.

Our Values:

- | Creative courage
- | Compassion
- | Constructive challenge
- | Curiosity
- | Craft, rigour and talent
- | Community

The core of what we do at RCS is student-focused, intensive and impactful learning, research and engagement activity. This is supported by professional services invested in our community, buildings and infrastructure, student experience and a sustainable, thriving RCS. **Refocusing on the power of the arts to impact lives from grassroots to new and established worldwide networks is central to our vision.** Our practice and commitment is underpinned by a core belief that arts engagement is life-enhancing. As an education institution, **we will seek to prepare students for - and to shape - the profession, and at the same time, uphold the special environment we have to be different,** to experiment, and to get to know works, creatives, histories and practices, whether established, under-represented and/or neglected.

We will explore the potential for activity that promotes learning in a safe environment that ensures experience of and contact with the **widest range of techniques, repertoires, industry professionals and practices that we can engage with.** These practices will centre the work, challenge and fulfil the people shaping it, and offer creative insight into everything from industry, digital innovation and innovative techniques to perspectives and practice in environmental sustainability and ethical artistry. In our public-facing work, we will continue to drive and support an arts ecology that is relevant, beneficial and essential in wider life.



