



**metfilm**   
SCHOOL

# Strategic Plan 2022–27



# Introduction

## We are delighted to share MetFilm School's new strategic plan.

Our goal, as always, is to inspire students to become innovative and creative professionals, connecting them to exciting and rewarding careers, and to do so by combining pedagogic excellence with putting industry at the heart of everything we do.

As an institution, we have always embraced new ideas and remained adaptable while providing life changing career opportunities to all our students. This strategic plan embodies a proactive response to some of the fundamental challenges that face the screen and education sectors in the coming years while ensuring that we stay true to our values. A spirit of innovation therefore sits at the heart of the plan and we aim to produce the sorts of graduates who will enhance the local, regional, national, and international filmmaking communities we serve.

In this regard, MetFilm School has a well-developed, integrated governance structure which ensures that the institution puts student experience, achievement, and academic excellence foremost in our delivery; that we are financially and operationally sustainable; and that we focus and invest in a range of future objectives to enhance and improve the quality and breadth of our provision.

The publication of this strategic plan follows extensive consultations with staff and students, and this plan will now serve as the guiding direction for our activities in the coming years. We are delighted to share it with you now.

**MetFilm School Board**



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# Mission and Values

**Our mission...** is to inspire a new generation of creative screen professionals, educating them in the new world of storytelling across all screen types. By putting industry, connectivity and pedagogic excellence at the heart of everything we do, MetFilm School best equips its graduates for successful careers.

**Our vision...** is to nurture skill and talent, creating a great school which empowers students to pass seamlessly into work, using our experience to help businesses adapt and change in the ever-changing multichannel world, and putting values of diversity, equality and inclusion at the forefront of everything we do in the interests of good outcomes for all our students.

**Our philosophy...** MetFilm brings together passionate and creative specialists at the forefront of the industry. It is comprised of individual but mutually supported teams, united by a collective interest in the continuing development of the screen industries.



# Educational Values

- 1. Inspire:** we live what we teach and lead by example.
- 2. Deep Practice:** a curriculum built on industry practice, reflection, and enterprise.
- 3. Developing Attitude and Voice:** educating professional creatives and creative professionals.
- 4. Driving Entrepreneurialism and Employability:** generating smart screen graduates who are equally at home in creating content for the big screen or the mobile phone.
- 5. Excellence:** we want and expect our graduates to succeed educationally and in industry, and they do.
- 6. Diversity and Inclusion:** seeking to attract and represent a diverse student and staff community, and work towards excellent outcomes for all.



## Where we are now

Since launch in 2003 MetFilm has been committed to educational excellence and deep links into industry. Our mission is to inspire a new generation of creative screen professionals, educating them in the new world of story-telling across multiple devices. By putting industry at the heart of everything we do, MetFilm School best equips its graduates for successful careers.

MetFilm School has taken the lead in education for all screens by bringing learning into an industry setting, whilst encouraging aspirational storytelling. MetFilm School's goal is to select students with the passion and tenacity to succeed in the creative industries, and to prepare them for the world of production into which they actually progress, from big screen to small. Students are imbued with passion and pragmatism, and their education is complemented with:

- **Location** in inspirational working studios with historic and contemporary significance.
- **Inspirational** role model tutors who are industry professionals.
- A **curriculum** which brings contemporary industry practice into a structure pedagogic setting, encompassing everything from feature film and television to branded content and social video.
- An **innovative** graduate opportunity programme.



# Commitments

At the heart of the plan is a series of commitments which form the bond between MetFilm School, our students, stakeholders, and partners.

The commitments are accompanied by strategic drivers which are shaped by two headings: what we do well; and what we'll do better. The latter is expressed in key objectives which will be measured by a range of high-level key performance indicators.

## We therefore commit ourselves to:

1. Offer a transformative educational experience for all students.
2. Be a model of quality Higher Education.
3. Produce exceptional screen related career opportunities.
4. Be an engine of innovation and enterprise.
5. Be financially and environmentally sustainable.
6. Offer an enriching work environment.
7. Invest in the future.
8. Establish a global learning network.



# 1. Offer a Transformative Educational Experience for All Students

## What we do well

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We have growing levels of student satisfaction scores with Benchmark figures on overall satisfaction and above benchmark scores in Learning Community.

95% of our teaching takes place within classes of fewer than 25 students.

## What we'll do better

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- Improve overall NSS satisfaction rates to significantly above benchmark in all categories.
- Ensure student voice remains one of the best in the country.
- Ensure continuation and completion rates are above national benchmarks.
- Celebrate, maintain, and improve our diversity profile.
- Equalise outcomes for students from different backgrounds.
- Empower students to succeed with an approach that meets their personal strengths, accommodating and nurturing different talents and needs.
- Bring more diversity to curriculum, teaching, tutors, governance and materials.

# 2. Be a Model of Quality Higher Education

## What we do well

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We are an industry focused school providing opportunities for students from all over the world. We provide bursaries, scholarships and other monetary support to allow deserving students to access our courses. The introduction of ScreenSpace courses broadened access to our programmes still further.

## What we'll do better

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- Ensure that all courses provide value for money.
- Deliver high quality programmes and be a model of Higher Education governance, working pro-actively with the Office for Students (OfS) and the QAA.
- Ensure our degrees and qualifications hold their value over time.
- Extend our range of affordable courses.

## 3. Produce Exceptional Screen Career Opportunities

### What we do well

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We prepare students for the world of work with 100% entering employment or further study within 18 months of leaving MetFilm School\* and 76% entering highly skilled employment\*.

All students get practical, hands on experience that prepares them for their future in the screen industries.

\* HESA Graduate Outcomes Data

### What we'll do better

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- Maintain overall employability to 100% and improve graduate-level employability to 80%.
- Continue to recognise and celebrate the work of our graduates throughout the world.
- Develop further initiatives to support graduates in the transition from student to industry.
- Develop and enhance the activities of MetFilm Futures for all students to access.
- Ensure graduate starting salaries remain in the top quartile in sector.
- Regularly review the portfolio to maintain industry relevance and strong graduate outcomes.

## 4. Be an Engine of Screen Innovation and Enterprise

### What we do well

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Innovation and entrepreneurship in the screen industries are two of MetFilm School's strengths.

Our disciplinary mix combined with longstanding relationships with screen industry partners make us a lynchpin partner in the design and delivery of film, television, and media courses.

### What we'll do better

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- Ensure our programmes remain industry relevant, embracing emerging technologies.
- Develop provision at Garden Campus to include new programmes focused on innovations in the screen industries.
- Delivering CPD to industry practitioners in a range of new technologies from Garden Campus.
- Continue to develop MetFilm Production, allowing students and alumni to work on cinema and television production.
- Promote change, diversity and increasing employability in industry.

## 5. Be Financially and Environmentally Sustainable

### What we do well

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MetFilm School finances are well stewarded producing small surpluses that are reinvested in the student experience.

MetFilm School has developed a green policy in consultation with staff and students.

Our ambition is to be both financially and environmentally sustainable.

### What we'll do better

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- Continue to achieve surpluses of 10% and above on operations.
- Maintain a stable cash flow.
- Improve campus facilities to enhance student experience.
- Ensure all productions follow agreed Sustainability Guidelines.
- Ensure all new projects meet national sustainable benchmarks.
- Become carbon neutral.

## 6. Offer an Enriching Work Environment

### What we do well

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We have embedded processes and practices designed to improve the retention, quality, and development of all staff.

We have built a community of dedicated filmmakers and education professionals to enhance the student experience.

### What we'll do better

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- Support staff and tutors in their work by providing a comprehensive programme of professional development opportunities.
- Drive personal and professional development, using the appraisal system.
- Involve tutors more fully in the life of the School.
- Provide a framework that supports and rewards innovation and excellence in teaching.
- Support more senior and regular tutors to gain recognised teaching qualifications and/or HEA membership.

## 7. Invest in the Future

### What we do well

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We have invested heavily in our estates both in London and Berlin, facilities, IT infrastructure and staff in order to enhance the student experience.

### What we'll do better

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- Enhance facilities at our Ealing Studios and Berlin campuses and complete the building of our new Garden Studios and Leeds Campuses.
- Invest in cutting edge technologies including new camera equipment, VFX and Virtual Production.
- Develop an array of new approaches through the implementation of mixed teaching, offering flexibility to students on how they engage with their programmes.
- Use new technologies to reach all students including development of an enhanced virtual learning environment and moving our services to a digital platform.
- Continue to build our alumni and development base.

## 8. Establish a Global Learning Network

### What we do well

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We have a successful branch campus in Berlin, and growing number of partners across the globe including Canada, India and Europe.

Over 50% of our students are non-UK students.

### What we'll do better

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- Prepare our students to thrive in a global context by infusing the curriculum with international awareness, citizenship values, and learning opportunities.
- Develop satellite hubs to give further opportunities to students.
- To have more than 1000 overseas and transnational students enrolled by 2026.
- Invest in complementary business ventures in the UK and across the world.



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