

# Strategic Plan

2024-2029

Istituto Marangoni London  
March 2024



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enhancing talent since 1935



# Intro

Istituto Marangoni was founded in 1935 by Giulio Marangoni, who established the Istituto Artistico dell' Abbigliamento Marangoni in Milan with the aim of training highly skilled professionals to support the rapidly-growing Italian fashion industry. Istituto Marangoni now has 10 schools and training centres in 8 countries across 3 continents and continues to grow its global presence. Many influential figures in world of fashion have honed their craft at IM schools, including Rahul Mishra, Domenico Dolce, Franco Moschino, Julie de Libran, Alessandro Sartori, Min Young Jung, Sandra Mansour, Sofie Insam, Cesara Quattrini and Robert Liptak.



Istituto Marangoni London opened in 2003 and over the past twenty years has established itself as a leading centre of fashion and design education, situated in the heart of vibrant Shoreditch. We now have over 1400 students and offer 11 undergraduate degrees, 10 postgraduate degrees and numerous short courses in the areas of fashion design, fashion business, fashion styling, interior design, product design and visual design. As a mature UK higher education institution that is part of a worldwide network of schools and training centres, we combine the advantages of being an agile small, specialist provider with the connections and reputation of our global education brand.

In setting out our strategy for the London School, we aim to articulate how the values of the wider Istituto Marangoni group are applied in our specific context. This five year strategic plan has been developed in partnership with staff, students and directors and is a reflection of our shared vision for the future. It outlines our unique mission, vision and values and the goals and objectives through which we will maximise our impact and grow our reputation as both a provider of high-quality education in the UK and as key component of the IM group.



# Contents



01 // Mission

02 // Vision

03 // Values

04 // Goals & Objectives

05 // Core Goal 1, 2, 3, 4, 5, 6

06 // Enablers



# Mission

At Istituto Marangoni London we embody a commitment to excellence in education. We are devoted to igniting and nurturing talent and creativity within our globally diverse student community, empowering each individual to thrive in the ever-changing fashion and design industries.



# Vision

We will shape the future of creative education through unparalleled industry connections and transformative educational experiences that inspire our graduates to drive the evolution of their disciplines. Our graduates will be bold change-makers, able to implement creative responses to rapidly shifting local and global scenarios through sustainable, critically aware and socially responsible approaches to innovation and entrepreneurship.



# Values



# Values

## Diversity:

Our international community embraces multicultural perspectives, fostering an inclusive and supportive environment. As a people-focused organisation, we value and celebrate the unique backgrounds, experiences and contributions of our students and staff.

## Creative Leadership:

Creative leadership: We foster an environment that values experimentation and interrogation, while embedding professional knowledge and a transformative mindset. Through our close connections with key actors in the fashion and design sectors, we nurture future leaders and creative entrepreneurs, instilled with the confidence to challenge the status quo and emerge as influential change-makers.

## Responsible Luxury:

We believe that luxury is an evolving value, synonymous with exceptional quality and craftsmanship, as well as cutting-edge and sustainable practice. We empower our students to conceptualise and reconceptualise luxury through the creation of products and experiences that embody their original, authentic voice while demonstrating social, cultural, and environmental awareness.

## Innovation :

We drive the development of our disciplines through the integration of state-of-the-art technology with traditional methods of design and creation. By embedding new software within our programmes and harnessing the potential of virtual environments such as our Metaverse, we equip our students with the advanced digital skills to transform the creative

## Collaboration:

By working in partnership with others, across disciplines, cultures and in different global contexts, we continuously create new opportunities to explore emerging ideas and push creative boundaries. Our collaborations with industry enable us to shape the future as it happens, preparing our students to enter the dynamic worlds of fashion and design.

# Goals & Objectives

## Summary Overview

**Core goal 1:** Develop a future-focused academic portfolio that enhances educational opportunities in fashion and design and supports the emerging needs of the creative industries

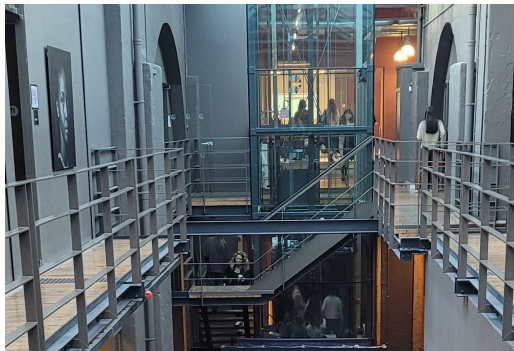
**Core goal 2:** Provide an environment that supports student and staff wellbeing

**Core goal 3:** Grow our reputation as an established, thought-leading UK higher education provider

**Core goal 4:** Nurture highly employable graduates equipped to shape the future of the creative industries

**Core goal 5:** Place environmental, social and cultural sustainability at the heart of our learning community

**Core goal 6:** Ensure that the School's operations and strategy are financially sustainable to enable it to provide the resources to support student development and achievement



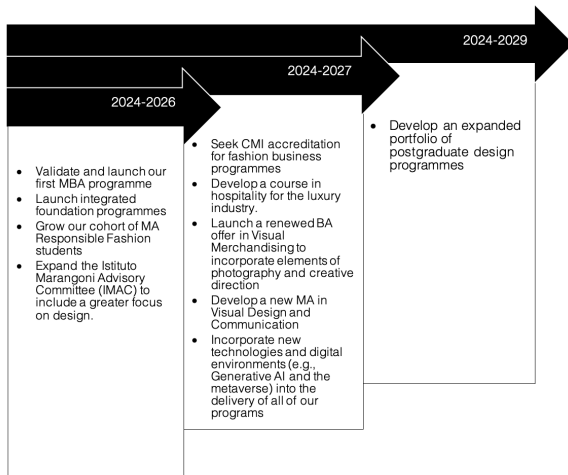
# Goals & Objectives

## Core goal 1:

Develop a future-focused academic portfolio that enhances educational opportunities in fashion and design and supports the emerging needs of the creative industries

### Key Measures

- Meet recruitment target of 20 students per year for MBA Digital Transformation and Leadership for Fashion
- Meet recruitment target of 15 students per year for MA Responsible Fashion
- Positive feedback from employers through IM Advisory Committee and validation panels



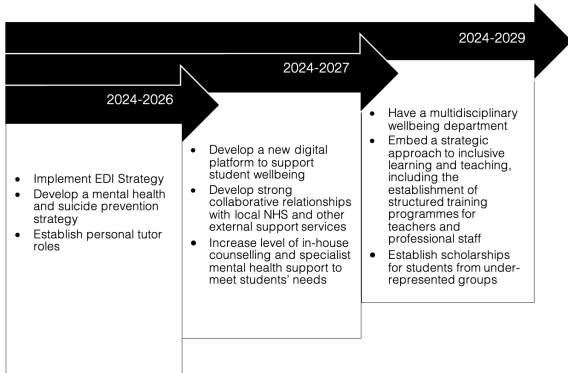
# Goals & Objectives

## Core goal 2:

Provide an environment that supports student and staff wellbeing

### Key Measures

- Maintain positivity rating above 80% for NSS student wellbeing services question
- Meet published timescales for all student complaints and disciplinary cases



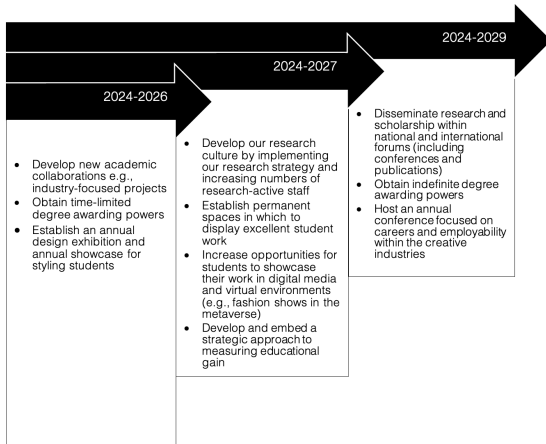
# Goals & Objectives

## Core goal 3:

Grow our reputation as an established, thought-leading UK higher education provider

### Key Measures

- Make our first IM UK degree awards.
- Increase our overall TEF rating to at least silver in 2027
- Achieve over 80% positivity in NSS themes 'the teaching on my course' and 'assessment and feedback' across all Is





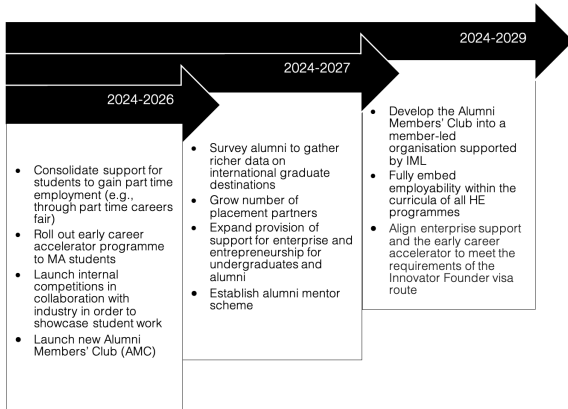
# Goals & Objectives

## Core goal 4:

Nurture highly employable graduates equipped to shape the future of the creative industries

### Key Measures

- Year on year increase in number of undergraduate students opting for sandwich years
- Maintain over 70% progression from First Degree programmes to graduate employment or further study (source: OfS student outcomes measures)



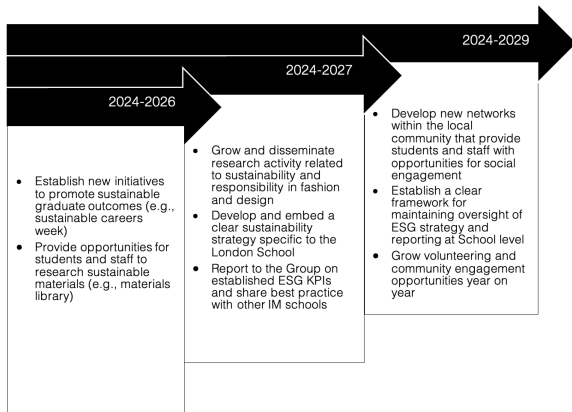
# Goals & Objectives

## Core goal 5:

Place environmental, social and cultural sustainability at the heart of our learning community

### Key Measures

- Year on year growth in research outputs (including publications, conferences, collaborative research projects)
- Return all requested annual ESG KPI data to IM HQ



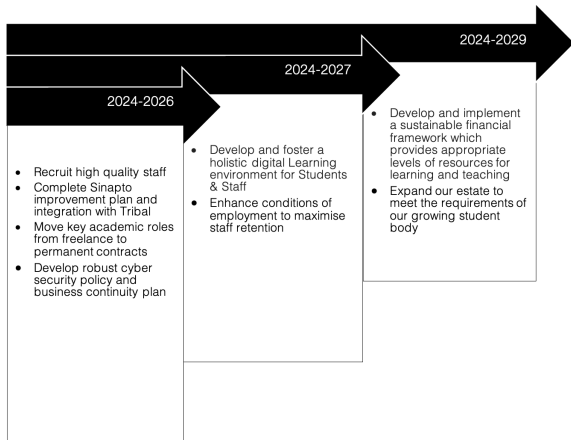
# Goals & Objectives

## Core goal 6:

Ensure that the School's operations and strategy are financially sustainable to enable it to provide the resources to support student development and achievement

### Key Measures

- Target maximum staff turnover rate of 15%
- More than 50% of teaching staff engaged on employment contracts by 2029
  - Maintain a direct margin (academic budget including teaching, learning resources, support services, accreditation) above 17% of turnover



# Enablers

## Our People

We currently employ 56 academic and professional services staff, in addition to an academic team of over a hundred lecturers who are also active in industry or teach in other institutions. This mixture of a core professional team and expanded pool of teacher-practitioners enables us to maintain a balance of stable management and strategic direction while optimising currency of knowledge and connection with the cutting edge of our disciplines. We will continue to grow our staff body to support the needs of our growing student population. As part of an international education group, we also benefit from the support and expertise of the professional team based in IM's Milan headquarters.

Our immensely talented students come to us from across the globe, choosing to study at IML for its combination of vibrant location, expert lecturers and excellent facilities. The enthusiasm and commitment of our diverse student body drives our success as an organisation.

Our alumni are our greatest ambassadors, disseminating our values and inspiring our current students to make an impact in a wide range of professional and social contexts.



# Enablers

## Industry Links

We work in partnership with numerous industry professionals, from high profile luxury brands to independent designers and influencers. Our professional connections are second to none and our students benefit from career-defining advice, placement and employment opportunities.

Through our VIP mentor scheme, industry talks and industry projects we provide our students and graduates with the insights and connections necessary to succeed as creative leaders.



# Enablers

## Robust Governance

Our Board of Directors is comprised of experienced executive and non-executive directors with the right skills to maintain effective oversight of IML's approach to risk, financial sustainability and academic standards. The Board has established committees with further independent membership to oversee audit and risk and finance and resources. These committees ensure that the School's operations are subject to ongoing scrutiny and that it complies with all of its statutory and regulatory responsibilities.

The School has adopted the Independent HE Code of Governance and regularly commissions external reviews of governance to help it evaluate its effectiveness.

The Academic Board and its sub-committees maintain effective oversight of academic quality and standards across all of our programmes. Our academic governance structure includes representation from students and from staff in a range of roles, ensuring that control and oversight of higher education is conducted in partnership with these key stakeholder groups.



# Enablers

## Our Systems

Accurate record keeping and strong data capability is key to IML's ability not only to meet its obligations in the highly regulated UK HE sector, but to fully understand its strengths, weaknesses and progress towards its goals. A project to improve our current student records system is currently underway, to ensure that we can make our statutory returns and produce management information that allows us to take positive action to achieve our objectives as set out in this plan.

We have a functional student portal, virtual learning environment and run online surveys to capture student feedback, however we recognise the need to continue to develop and enhance all of these systems in order to continuously improve the student experience.



# Enablers

## UK and international reputation

We are committed to contributing to the enhancement of UK higher education through active membership of mission groups and sector bodies, including GuildHE, Independent HE, Advance HE, QAA and London Higher. We strategically partner with high profile organisations such as the British Fashion Council, Walpole and Design Week to drive the development of the UK's creative economy.

Our links with other IM schools gives us direct access to a network of academics and creative professionals across the world, with whom we collaborate to advance the future of our disciplines. We aim to build on IM's strong global reputation through the continuous development of high-profile industry partnerships and the success of our international alumni network, in addition to a strong online presence.







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