CHEAD

# CHEAD

(Council for Higher Education in Art & Design)

# Summary Review
# Year 2015/16

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## The Council for Higher Education in Art & Design (CHEAD)

CHEAD is the association of educational institutions with degree or postgraduate provision in art and design, creative media and related disciplines represented by their most senior academic concerned with art and design.

CHEAD provides leadership and an inclusive, cohesive body for and on behalf of Art and Design higher education in the UK, advancing knowledge and understanding in the sector and promoting the sector's interests to others. CHEAD focuses on art and design subjects; these subjects relate closely to other subjects – for example: media, performing arts, architecture, and art and design history – CHEAD welcomes interaction with and between these subjects. CHEAD Executive members and officers, in carrying out the business of the organisation, place the wider interests of the sector first. CHEAD shares with its members the objective of enhancing the student experience of HE in Art and Design, and respects the independent and diverse approaches adopted by members in this regard.

CHEAD has an Executive Committee of elected officers and members, which meets 5 times a year. Council (the full membership) meets three times a year, including a two-day residential conference each Spring at various venues throughout the UK. Membership and Networking meetings are held in London in November and May.

## 1. Key Achievements 2015/16

### 1.1 Policy

2015-16 has been a period of extensive and radical change in UK Higher Education and creative industries sectors with the HE Bill, Brexit, the Stern Review of the Research Excellence Framework and the Nurse Review of research councils taking centre stage. CHEAD has been scanning the HE policy horizon, providing regular briefings to our membership. We have built consultation channels and organised consultation events for our membership. We have adopted open policy design methodologies to promote inclusion among our membership and effectiveness in our policy responses.

CHEAD contributes to research to inform art, design and creative pedagogy and research policy, including carrying out research inquiries into teaching and learning in the disciplines commissioned by HEA and seed-funding research to map graphic design research, pedagogy and practice by the Art & Design Research Centre.

Over the past year, CHEAD has focused on developing our relationships with key sector bodies including CIF, APDIG, Design Council, Crafts Council, Sorrell Foundation, TCCE, HEAD Trust, GuildHE, UKADIA, NSEAD, Dezeen, Cultural Campaigning Network, and many more.

CHEAD has co-organised, chaired, and presented at events in both Houses of

Parliament with Policy Connect APDIG and APPG All Parliamentary Groups. We have worked with BEIS, DfE and HEFCE to influence the implementation of TEF 4 and REF 2. This consultation work informs and dovetails with the wider sector development activities of our internal networks including the Research Alliance and Subject Association Links Network as well as our Leadership Seminar programme. We also integrate policy-orientated concerns and activities into our themed Membership and Networking meetings including exploring the policy implications of the use of 'big data' in art, design and creative HE and in TEF in particular.

We have responded formally to a number of consultations including the HE Bill, Stern Review, New DLHE Review, TEF implementation, two Education Bills, the Innovate UK merger with UKRI, course switching and accelerated degrees, and we have submitted written evidence to the inquiry on the impact of exiting the European Union on higher education.

CHEAD is currently partnering with APDIG to produce a Brexit Manifesto, which will be launched in the House of Lords in September 2017. CHEAD also sits on the CIF Higher and Further Education Working Group and ad hoc roundtable consultations. Through CIF and APDIG, we will input to inquiries on immigration, and creative industries, post Brexit.

## 1.2 Networks, Programme and Events

Annual Conference 2016
*Art School – Location – Agency*

This conference sought to explore a contributing set of visions concerning the dynamic of the art schools in the regions including:

- Art & Design Schools, Placemaking & the Regions
- Connected Communities
- Art & Design Ecologies
- Art and Design Curriculum 0-100

Sixty-one representatives of institutions from the CHEAD membership attended the three-day annual conference held at Bath School of Art and Design, Newton Park, Bath University, Bath and Corsham Court, Bath Spa University. Delegates also visited Hauser and Wirth, Somerset, for the Subodh Gupta: Invisible Reality exhibition.

Speakers included:

- Rebecca Blackman, Arts Council England
- Stephen Perkins, Herman Miller
- Claire Doherty, Situations

- Simon Morrissey, Foreground
- Kate Brindley, Arnolfini
- Rosemary Harden, Fashion Museum
- Gary Sangster, Arts Catalyst
- Professor Christina Slade, Bath Spa University
- Michael Marra, University of Dundee
- Jo Nolan, Screen South
- Dr Kayla Rose & Dr Graham McLaren, Bristol and Bath By Design
- George Windsor, NESTA
- Sir John Sorrell CBE
- Professor Neil Mulholland, The University of Edinburgh
- Professor Gavin Turk, Bath Spa University
- S Mark Gubb, University of Worcester
- Rabab Ghazoul, Artist

Delegate feedback indicated that opportunities for networking and time away from their institutions was particularly valuable. Subsequently, the CHEAD Executive Committee agreed to a reconfiguration of the conference format to span two days to enable more institutional representatives to attend.

Leadership Development Programme
The following Leadership Development Programme Seminars were delivered:

Sheffield, 19 February: Learning and Teaching: Developing a Strategic Advantage. Sold out with 19 delegates.
Speakers:
Professor Sally Wade, Director, Sheffield Institute of Arts & Chair, Group for Learning in
Art & Design (GLAD), Dr Angela Partington, Associate Dean Learning and Teaching, Kingston University

Hertfordshire, 3 March, Financial Leadership & Management at Organisational and Departmental Level
8 delegates.
Speakers: Judy Glasman, Dean of School of Creative Arts, University of Hertfordshire, Alistair Moffat, Director of Finance at University of Hertfordshire.

Hartlepool, 13 May, People and Performance in Challenging Times.
12 delegates.
Speakers: Martin Raby, Principal and Chief Executive of Cleveland College of Art and Design, Dr Jill Fernie-Clarke, Vice Principal (Academic), Dr Angela Partington, Associate Dean. Faculty of Art, Design & Architecture. Kingston University

Harrow, 9th November, Leading and Developing a Research Culture
Sold out with 18 delegates.
Speakers: Professor Kerstin Mey, Pro Vice-Chancellor and Dean *Capacity and Capability Building: Case Study of University of Westminster*, Dr Nicholas Lambert, Head of Research, Ravensbourne
*Growing the Research Base in Design and Technology*, Prof. Gillian Youngs, Head of Innovation and Impact, Westminster School of Media, Arts and Design

London, 27 January, Building a sustainable future: leading strategic change in art and design higher education
Sold out with 20 delegates.
Speakers: Professor Anita Taylor, Dean of Bath School of Art and Design, Professor Linda Drew, Director, Ravensbourne, David McGravie, Head of School of Art and Design, University of Derby

Research Alliance
The CHEAD Research Alliance was reconvened under the stewardship of the Research Strategy Group, made up of senior ADM research leaders and REF Panellists, that meet quarterly to serve the wider CHEAD Research Alliance.

Links Network
CHEAD's Links Group reconvened on 28 April hosted at Ravensbourne in Greenwich, well attended by representatives of Art, Design and Media Subject Associations along with members of the HEAD Trust.

The CHEAD/HEAD Trust Links Network brings together leadership of the Art, Design and Media Subject Associations with related organisations including GLAD, NSEAD, and AA2A to promote cross-disciplinary communications and collaboration and to engage subject areas in HE institutional cultures.

## 1.3 Governance

Charitable Incorporated Organisation
A proposal around incorporation was presented to the Executive and approved. The process for constituting as a Charitable Incorporated Organisation was then re-activated and quotes sought for the review of the draft constitution and the preparation of an application to the Charity Commission.

## 1.4 Resources

Staff
Paula Graham-Gazzard joined CHEAD as Policy and External Relations Manager, focusing on current developments in HE and Art and Design and to ensure that CHEAD and its membership are fully informed of national policy developments and can respond appropriately. Anna Maloney, Membership and Administration Manager,

joined CHEAD in early 2016 to focus on supporting the CHEAD membership and developing CHEADs networks.

CHEAD Website
The CHEAD website has been progressively developed over 2015/16 to include pages for subject associations, expanded membership profile pages, more detailed events listings, blog posts and Executive Member profiles.

## 2. CHEAD Strategy 2016 to 2020

### Background

CHEAD is the representative body for the art, design, creative media, and related disciplines in the higher education sector. Our mission is to contribute to the development of the art and design higher education community, its standing and stature as well as its engagement with the outside world. CHEAD provides a voice for and on behalf of higher education art and design in the UK four nations advancing knowledge and understanding in the sector and promoting the sector's interests to others.

We carry out research, scan the policy horizon, brief our members, facilitate debates and networking opportunities for senior staff from within and outside HE as well as helping to shape higher education art and design policy on our members' behalf. We also facilitate specialist internal networks supporting art and design research leaders, Subject Associations, and HE gallery leaders.

### Mission

Providing effective leadership and support for art, design, creative media and related disciplines in Higher Education to inspire the next generation of creative professionals and world citizens and help shape the creative economy.

### Membership

Our membership of 60 art and design HE institutions (HEIs) spans the HE sector from the Post-1992 art, design, creative media and related disciplines departments in multi-faculty institutions to the Russell Group, to specialist institutions and private art and design HE providers. We are the specialist representative body for HE art and design representing the full range of art and design HEIs and our membership is currently expanding.

Our members also participate in HEFCE Research Excellence Framework and Teaching Excellence Framework Panels and, in the development QAA subject benchmarks in art and design, and in art, design, creative media and related Subject Associations.

### Values

CHEAD is a dynamic, participatory network actively involving all our members to

shape our agendas and activities. CHEAD values transparency and openness in all areas of our work. We actively foster an inclusive, collaborative, approach to leadership and policy development which also takes account of regional agendas. We strive for the highest ethical standards in our relationships with our member organisations, staff and partners.

Strategic Themes and Priority Actions

Leadership

- Sector advocacy – CHEAD has developed relationships with key partner organisations. We work collaboratively across the creative sector and with a regional focus to develop and communicate a coherent narrative of the achievements and contribution of art and design HE to the UK culture and economy both within the art and design HE sector and beyond,

- Policy shaping and sector intelligence – Horizon scanning and long-term planning. CHEAD provides high quality intelligence to its membership, and works closely with policy-makers to advocate our members' interests, and to promote the overall health of the UK's creative sector as a whole and of art and design HE in particular.

    - Developing partnerships with global HE private sector and creative industries as the sector opens out to global competition.

    - Developing partnership with NSEAD and with Academy chains to promote closer partnerships with the secondary sector to restore issues with the role of secondary education in the art, design and creative media skills pipeline identified in the 2016 NSEAD report.

- Culture forming – CHEAD fosters a culture of creative leadership in art and design HE through our Leadership Programme as well as through our advocacy and policy work. In a constantly shifting political and economic environment CHEAD brings together diverse institutional structures, professional networks, creative economies and artistic practices to facilitate a dynamic response to change and a resilient UK creative culture and economy. CHEAD sponsors the THES awards and is planning to offer CHEAD art and design Excellence awards at HE and secondary level.

Learning

- Enhancing teaching excellence and student access (TEF) – CHEAD has engaged an Open Policy process with DfE and formed an Expert Panel from our membership to consult on the development of TEF from Year II at discipline level.

- Modernising the art, design, creative media and related discipline curriculae and pedagogies – CHEAD fosters an agile and transferable skills focus reflecting global and regional perspectives. CHEAD Executive members are also members of the QAA subject benchmarking group for art and design.

CHEAD's Subject Associations Links Network meets quarterly to develop a strategic approach to modernising art and design pedagogy.

- Foster employability and entrepreneurship education – CHEAD has produced groundbreaking research in this area and continues to work with key partners to ensure effective knowledge exchange.

Research

- Growing research capabilities and capacity – developing research leadership through CHEAD's Leadership Seminar series and the CHEAD Research Alliance Symposia as well as supporting ECRs

- Enhancing societal impact and its recognition – CHEAD's Research Alliance brings together art and design research leaders to promote the visibility and standing of art and design research strategically, catalyse art and design research networks, and disseminate art and design research practice

- Focus on STEAM / D-STEM and interdisciplinarity – promoting the role of art and design in cross-disciplinary research and teaching

Partnerships

- Inter/national sector alliances including private providers – CHEAD is developing a post-Brexit vision for a highly competitive UK art and design HE in the global HE sector. CHEAD aims to become a key enabler for the art and design HE sector and to enhance its profile within the UK, Europe, and globally.

- Resilient relationships with policy decision makers and influencers – CHEAD is adopting an Open Policy approach working closely with BEIS/DfE and our member HEIs. We are scoping collaborative research into key policy issues whilst developing our partnerships with Policy Connect, NESTA, GuildHE, the arts, design and crafts Councils and other key influencers to promote the interests of art and design HE effectively in new and challenging contexts.

- Growing creative industries and employer partnerships – CHEAD is engaging with new networks both in the global art and design HE and creative industries sectors.

CHEAD – Sustainable strategies

CHEAD seeks to build its membership by enabling more providers to benefit from CHEAD membership through its new membership fee structure. CHEAD sees this as an opportunity to work with an expanding range of art and design HE providers to ensure it keeps pace with the changing landscape in the sector.

CHEAD further seeks to engage with new and existing members and to encourage greater involvement and participation to shape CHEAD's agendas and activities. This will be achieved through more effective and targeted communications to foster a dynamic, participatory network and removing barriers to engagement. Valuing and shaping the membership experience will have a greater focus for CHEAD over this

period; from introducing a welcome process that encourages new members to get involved right from the start to monitoring existing membership experience and service satisfaction. CHEAD is committed to gaining better insights into member and prospective member's needs and wants and using those insights to improve the membership experience.

CHEAD will explore consultancy offers for our membership including change management and disaster recovery.

Measures of Success

In keeping with CHEAD's innovative approaches, we will be adopting a modified 'Evaluating Intangible Legacies' approach developed as part of the AHRC Connected Communities 'legacies' project. This will collaboratively explore how membership of CHEAD has added value for our member HEIs and trace our impact over the year. This would be the basis for publication and dissemination of an annual impact report.

## 3. CHEAD Structure

The Executive Committee ensures that CHEAD operates in accordance with the objects enshrined in its constitution. Members of the Executive Committee, including the officers of Chair, Vice Chair and Treasurer, are elected by the registered representatives of CHEAD member institutions. The Executive Committee comprises the Chair, who is therefore also the Chair of CHEAD, the Vice Chair, the Honorary Treasurer, six elected members and up to four co-opted members, plus the Chair of the Group for Learning in Art & Design (GLAD) and the Higher Education Academy Division Lead for Art & Design ex officio. The terms of appointment for officers and members of the Executive Committee is normally for three years.

In order to ensure continuity, it is the aim to arrange elections and terms of office of the elected officers in each year, so that only one elected officer shall stand for election. Retiring members of the Executive Committee are eligible for re-election but should not normally serve for more than two terms of appointment consecutively.

The Executive Committee has the power to co-opt a maximum of four Ordinary Members to full Committee membership to serve for a term of up to 3 years. This power is normally used to ensure that work on key issues for CHEAD can be effectively and efficiently carried out by the Executive.

## 4. CHEAD Executive 2015/16

Chair
Professor Anita Taylor, Dean, Bath School of Art and Design, Bath Spa University

Vice Chair
Judy Glasman, Dean of School of Creative Arts, University of Hertfordshire

Treasurer
Professor Kerstin Mey, PVC and Dean, Faculty of Media, Arts and Design, University of Westminster

Executive
Dr Jill Fernie-Clarke, Vice Principal, Cleveland College of Art and Design

Professor Karen Fleming, Director of the Art and Design Research Institute, Ulster University

Professor Susan Orr. Dean of Learning, Teaching and Enhancement, University of the Arts

Dean Hughes, Head of School, Edinburgh College of Art

Co-opted

Dr. Angela Partington, Associate Dean (Academic Development), Faculty of Art, Design & Architecture, Kingston University London

Outgoing members:
Professor Linda Drew, Dr Angela Partington