

CHEAD

(Council for Higher Education in Art & Design)

Review of the Year 2009/10

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

CHEAD is the association of 71 educational institutions with degree or postgraduate provision in art and design, 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 four nations, 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 6 times a year. Council (the full membership) meets three times a year, including a two/three day residential conference each Spring at various venues throughout the UK and elsewhere in Europe. Business meetings are held in London in November and May and are followed by CHEAD Forum, with guest speakers on key agenda issues.

Key Achievements 2009/10

- Invited to join the Design Commission under the umbrella of the All Party Group on Design and Innovation. The Commission is chaired by Barry Sheerman MP with the aim to keep Design high on the Government and business agenda.
- The launch of the CHEAD Leadership Development Programme, which supports aspiring senior academic managers in art and design in their career development.
- The organisation of the Annual Conference in Liverpool, *Points of Departure – New Engagements*, which examined scope for collaboration between higher education art and design and industry.
- The organisation of discussion seminars as basis for CHEAD's response to the HEFCE consultation on the Research Excellence Framework
- The continuation of the network of HEI galleries.
- As key partner in the project, the conclusion of the flagship project, *Creative Graduates – Creative Futures*. In addition to offering valuable insights into our graduates' careers, the project has also managed to inform the government's Destination of Leavers from Higher Education survey.
- The signing of a Memorandum of Understanding with the Crafts Council. This is a prominent example of our continued positive engagement with key bodies in the sector, such as Arts Council England, Crafts Council, Design Council, Creative and Cultural Skills and the consequent representation in initiatives organised by these bodies, e.g. Design Skills Alliance and the Visual Arts Blueprint.
- Continued membership on various steering and advisory groups related to A&D and HE A&D policy, such as the 14-19 Creative and Media Diploma Higher Education Advisory Group.
- The building of international linkages with US peers at Annual Conference of the International Council of Fine Arts Deans (ICFAD)

Strategic Focus and Activities

Our work in 2009/10 was strongly influenced by the wider developments affecting our sector. On the one hand, we strove to continue our progress with our successful activities. At the same time, we revised our strategic plan in order better to be able to plan more long term and to exploit possible linkages between our activities. Moreover, in response to frequent calls from our CHEAD members, we hope that this will offer a platform to engage in increased advocacy work. In addition to our ongoing engagement with policy debates, we therefore aim to influence the influencers within our own institutions. As always, we aim to achieve our objectives through a range of activities, which comprise seminars, conferences, projects, research and the nurturing of strategic links with key bodies in the sector.

CHEAD's role and reputation is reflected in the range and number of bodies and organisations to which we have been invited to contribute, which include:

- Member of the Management Advisory Group of the ADM HEA
- Member of the ADM HEA Art & Design Reference Group
- Member of the CCSkills / ACE Visual Arts Blueprint Advisory Group, and of its sub-group the Higher Education Advisory Group
- Member of the Higher Education Advisory Group that supports the Delivery Partnership Steering Group of the Skillset 14-19 Creative & Media Diploma
- Member of the Design Skills Alliance
- Member of the government's Design Skills Commission under the umbrella of the All Party Group on Design and Innovation

In our new strategy we have established six areas for attention for the period of 2009 to 2013. For each area a sub-group of our Executive Committee has drafted particular aims and scheduled activities to achieve these:

- Policy
- Leadership Development
- Research
- Strategic Alliances
- Communication
- Finance and Infrastructure of the Organisation

In addition, we continue to run a number of activities that feed into several strategy themes, such as the Creative Graduates Creative Futures project. Similarly, the CHEAD Annual Conference offered an opportunity for delegates to reflect on possible linkages between HE providers and industry. As always, this analysis will continue inform CHEAD strategy in the next period.

We do hope that our members and related organisations continue to feel that our efforts provide a valuable service, as we look forward to working with you in 2010/11.

Christoph Raatz
Executive Secretary

Policy

CHEAD's overarching aim has always been to produce insights that are valuable for our members' own work. Yet, in addition to this, through our new strategy we now aim to be more explicit about our engagement in policy debates. This also acknowledges frequent calls from our membership for more advocacy work and we will develop this strand in the coming years.

Points of Departure – New Engagements. CHEAD Annual Conference 2010

Our policy strategy draws most heavily on debates at our Annual Conference, which this year was held at the Liverpool School of Art & Design, Liverpool John Moores University. The aim of the conference was to explore how current developments affect higher education art and design (HE A&D) and how institutions and CHEAD may be able to respond to these. In particular, it investigated the basic challenge for HE A&D and CHEAD to look to new engagements, the new economy, the new employment landscape and sustainable development.

A total of 66 academics attended. Speakers included the designer Wayne Hemingway, Prof. Michael Brown, Vice Chancellor of Liverpool John Moores University, and Belinda Kidd, LARC Thrive Programme Director.

The debates produced a number of insights for CHEAD and for individual institutions, for example about the way we articulate impact and how we engage with industry. A more detailed report from the conference is published on the CHEAD website.

To gain access to a wider audience of key decision-makers, we joined as partners in the *University UK's Higher Education and the Creative Economy Programme*. The aim of this 1-year programme is to demonstrate the significance of the UK HE contribution to the creative economy to policymakers within government, Funding Councils, business partners and other key stakeholders. Members of the Executive Committee have fed into the project brief and shared materials and insights from previous CHEAD work. In addition, it pulls together a number of case studies from UK higher education institutions that document the strong contribution that institutions make to industry. The project is chaired by Professor Geoffrey Crossick, Vice Chancellor of the University of London. In addition to our CHEAD members, the audience for the project includes the wider UUK network of UK HE institutions and policy makers. The project report will be launched in December.

Outside the UK CHEAD established linkages with our US peer organisation, the International Council of Fine Art Deans. Our Chair, Emma Hunt, has been invited to speak at the ICFAD Annual Conference in October 2010. We feel that this is a promising connection: in a challenging financial climate, we hope to be able to engage in lively dialogue with colleagues who may be able to share their experience of operating in an environment with less government support.

Leadership development

Our much-anticipated CHEAD Leadership Development Programme was launched in January 2010. The programme aims to provide professional development for higher education managers that is specifically tailored to art and design, in order that they might develop their skills and potential for HE A&D senior management positions. A particular task is to take into account current resource constraints.

A pilot cohort of 12 delegates has so far attended two sessions. The first seminar, which was held in Cambridge, discussed general issues of leadership in HE A&D and looked at the art of persuasion and management in turbulent times. This was followed by a seminar on due diligence and financial planning, hosted by the University of Huddersfield. At both seminars an exciting line-up of speakers each spent several hours with the delegates and shared their own experiences. They included Prof. Janet Beer (VC, Oxford Brookes University), Prof. Elaine Thomas (VC, UCA), Prof. Bob Cryan (VC, University of Huddersfield), Andrew McConnell (Director of Finance, University of Huddersfield; Chair of British Universities Finance Directors Group), Anne Boddington (Dean, University of Brighton), David Bromilow (University of Leeds)

Feedback from both seminars has been very positive. In particular, delegates have highlighted the opportunity to network with peers and with senior colleagues in an informal setting. We are therefore excited to develop this programme further in the next academic year and to address further aspects of leadership in HE A&D.

Research

We have set ourselves ambitious aims for our strategy on research in order to help develop a growing research infrastructure and to help maintain the levels of excellence across our member institutions. We feel that this is justified by the positive results from the RAE 2008 and the confidence and by the strong participation at research debates of our membership.

The over-riding aim of our activities this year was to offer opportunities for discussion of the HEFCE consultation on the Research Excellence Framework. Members will recall that CHEAD had participated in the debate over the introduction of an REF since the beginning in 2007. In particular, we were wanted to ensure that there was plenty of opportunity for debate for our members, subject associations and related bodies to discuss in detail the proposed Research Excellence Framework.

To this end we held two seminars on the consultation in London and Huddersfield, which was attended by 59 delegates. In addition, we invited Prof. Paul Seawright, University of Ulster and member of REF Panel of Experts, to outline REF consultation at our CHEAD Business / Forum meeting in November. The notes from the seminars and Business meeting formed the basis of CHEAD's response to the consultation.

We feel that the continued debate with our members has prepared us well for the nominations process for membership to the REF sub-panel in Autumn, and in this way we hope to be able to make a significant contribution in shaping the subpanel that will affect all of us so significantly in the coming periods.

Strategic Alliances

As always, much of CHEAD's strength derives from its ability to facilitate networks and to work in partnership with other key bodies across the sector.

Over the past year, members of the CHEAD Executive Committee therefore have worked together with a broad range of key organisations, either in individual meetings to explore joint agendas, by running joint initiatives, as members of working groups or speakers at events organised by these bodies: Arts Council England, Crafts Council, Design Council, Crafts Council, Skillset, Creative and Cultural Skills, NALN, ADM HEA, the Group for Learning in Art & Design, Association of Principals of Specialist Colleges in Art & Design (APSCAD), UCAS, and the AHRC. In particular, we are proud to have agreed a Memorandum of Understanding with the Crafts Council on joint activities and shared information. We hope to use this as a template for MoUs with other organisation in the future.

CHEAD has continued its role as key partner in the development and implementation of the Blueprints for Design and the Visual Arts. Moreover, CHEAD has joined a higher education working group that advises the Visual Arts Blueprint. The Blueprints form part of the Creative Blueprint, the sector skills agreement for the creative and cultural industries. They have been developed by Creative & Cultural Skills in partnership with the Design Council and Arts Council England. Similarly, within higher education our Subject Associations Links Group brings together the various subject associations, such as the National Association of Fine Art Educators, the Association of Fashion and Textile Courses and others. Their shared aim is to maintain close contact and to explore possibilities for joint action in areas of mutual interest.

CHEAD has also continued its involvement with the Higher Education Advisory Group of the Skillset Creative & Media Diploma. While funding for the Diploma will be coming to an end, we look forward to keeping a watching brief on further developments.

HEI Galleries Network

Introduced in 2008/09, CHEAD organised another meeting of our galleries network. The network continued to receive strong support from its members and shared concerns and plans were discussed in more detail. For next year, our two main aims are now to develop a network page on our CHEAD website with various resources and to develop a support framework for shared exhibitions and collaboration between different galleries.

Our objectives in our contact with these bodies are to represent the HE A&D sector in communication / policies with decision-makers and industry, to analyse the policy landscape and to ensure that the views of our members are heard.

Key projects & Events

While we have structured our activities within the above listed strategic themes, we continue to run a number of key projects and events that are central to CHEAD and address several themes, such as the Creative Graduates Creative Futures survey. In addition, CHEAD organised or were key partner in the following activities:

Creative Graduates – Creative Futures

Creative Graduates was a study of the career patterns of graduates from UK courses in art, design, crafts and media subjects, being undertaken in 2008-9, involving more than 23,000 first degree and foundation degree UK and international graduates up to six years after graduation.

The research was funded by a partnership of 26 universities and colleges and CHEAD. It has been supported by the Arts Council; Design Council; Crafts Council; Skillset; and the Higher Education Academy Art, Design and Media subject centre. The Project has been based at and supported by the University of the Arts London, working with staff at the Institute for Employment Studies (IES) who are undertaking the research.

The first stage of the survey was launched at London's Southbank Centre in January 2010 and Will Hutton, Executive Vice-Chair of the Work Foundation, gave the keynote speech. The survey has produced intriguing results. The research has demonstrated the value of a creative education and informs priorities for the HE curriculum and preparing graduates for their working lives ahead. In particular, we are proud that it has documented both very high employment rates and job satisfaction of our graduates.

At the same time, the project has generated a wealth of data that will be valuable for further analysis. As a starting point the authors have distilled six questions for graduates, for the creative sector, for higher education about career entry prospects, how graduates are supported into their early careers and anticipation of life-changes and family responsibilities as the majority of our respondents move into their 30s and 40s. We expect to return to these questions and to draw heavily from the data in our future work.

A second stage of the research has followed up the survey analysis. This stage comprises case studies and in-depth interviews of a selection of respondents. The final report will be launched in late Autumn 2010.

Further details can be found at

<http://www.employment-studies.co.uk/projects/creative/creative.php>

The website is going to be moved to the CHEAD website during 2010/11, which will ensure that members and a wider audience can continue to access the publication.

Artists Access to Art Colleges (AA2A)

The AA2A project has finished its 11th year and will still be funded by another year under the Arts Council England Grants for the Arts scheme. The AA2A project is a national scheme, providing visual artists and designer makers with the opportunity to undertake a period of research or to realise a project, using workshop and supporting facilities in fine art and design departments of Higher and Further Education institutions.

Unfortunately, it is not going to be possible to draw funding under the GftA scheme after the current grant. Therefore, we commissioned an organisational development review in order to produce a report on a series of sustainable strategic development options for the project. Steered from the beginning by its National Co-ordinator, Wendy Mason, the project has been a remarkable success in encouraging a strong network of artist practitioners. In this way it has been a prominent feature in many institution. However, in light of funding restrictions and shifting priorities, we regret that CHEAD will no longer be able continue to host the project. However, the review raised exciting ideas for possible initiatives, which we hope to revisit in the future.

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, the Executive Secretary ex officio, six elected members and up to four co-opted members, plus the Chairs of the Group for Learning in Art & Design (GLAD) and the Association of Principals of Specialist Colleges (APSCAD) 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.

CHEAD Executive 2009/10

Chair

Emma Hunt

Dean of Faculty of Art, Design & Architecture, University of Huddersfield

Vice Chair

Professor Linda Drew

University of the Arts London

Interim Treasurer

Professor Jim Hunter

Deputy Principal, Arts University College at Bournemouth

Executive Secretary

Christoph Raatz

Executive

Professor Chris Bailey

Dean of Faculty of Arts, Environment & Technology, Leeds Metropolitan University

Dr. Bryony Conway

Dean of School of Art & Design, University of Wolverhampton

Martin Downie

Director, Liverpool School of Art & Design, Liverpool John Moores University

Professor Ian Farren
Director, Cumbria Institute of the Arts

Professor
Principal, Norwich University College of the Arts & Chair, Group for Learning
in Art & Design *ex officio*

Professor Andrea Liggins
Dean of Faculty of Art & Design, Swansea Metropolitan University

Chris McIntyre
Dean of Faculty of Creative and Cultural Industries, University of Hertfordshire

Professor Ian Montgomery
Dean of Faculty of Art & Design, University of Ulster

Lynne Staley-Brookes
Principal, Plymouth College of Art & Design & Chair, Association of Principals
of Specialist Colleges in Art & Design *ex officio*

Professor Maureen Wayman
Visiting Professor of A&D, University of Leeds

Executive Committee changes for 10/11:

Incoming members:

Anne Boddington
Dean of Faculty of Art, Design and Architecture, University of Brighton

Dr. Bryony Conway
Re-elected to Executive

Martin Downie
Re-elected to Executive

Richard Heatly
Principal, Hereford College of Art Design & incoming Chair, Association of
Principals of Specialist Colleges in Art & Design *ex officio*

Outgoing members:

Chris McIntyre
Professor Ian Montgomery
Professor Maureen Wayman
Lynne Staley-Brookes

CHEAD Member Institutions 2009/10

England

Bath Spa University
Birmingham City University
University of Bolton
Arts University College at
Bournemouth
Bradford College
University of Brighton
Bucks New University
Cleveland College of Art & Design
Central School of Speech and
Drama
Cumbria Institute of the Arts;
Cumbria University
Coventry University
University of Derby
De Montfort University
University of East London
University College Falmouth
University of Gloucestershire
Hereford College of Art
University of Hertfordshire
University of Huddersfield
Kingston University
University of Central Lancashire
Leeds College of Art & Design
University of Leeds
Leeds Metropolitan University
University of Lincoln
Liverpool John Moores University
Loughborough School of Art &
Design: Loughborough University
Manchester Metropolitan University
Middlesex University
Newcastle College
University of Northampton
Northbrook College Sussex
Northumbria University
Norwich University College of the
Arts
Nottingham Trent University
Plymouth College of Art & Design
University of Portsmouth
Ravensbourne
The Royal College of Art
University of Salford
Sheffield Hallam University
The Slade School of Fine Art:
University College London

Somerset College of Arts &
Technology
Winchester School of Art:
University of Southampton
Staffordshire University
University of Sunderland
University of Teesside
University of the Arts London:
Camberwell, Chelsea &
Wimbledon College of Arts
Central Saint Martin's College of
Art & Design
London College of
Communication
London College of Fashion
University for the Creative Arts:
UCA at Canterbury, Maidstone
and Rochester
UCA at Epsom and Farnham
University of the West of England,
Bristol
University of Westminster
Wolverhampton School of Art &
Design: University of
Wolverhampton
University of Worcester
York St. John University

Scotland

Duncan of Jordanstone College of
Art & Design: Dundee University
The Edinburgh College of Art
The Glasgow School of Art
Gray's School of Art: The Robert
Gordon University, Aberdeen
Napier University

Wales

University of Wales Institute,
Cardiff
Newport School of Art & Design:
University of Wales
North Wales School of Art and
Design:
Glyndŵr University
Swansea Metropolitan University

Northern Ireland

University of Ulster

Annex: CHEAD Strategic Plan 2009/13

CHEAD provides leadership and an inclusive, cohesive body for and on behalf of Art and Design higher education in the UK four nations, 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.

For the Strategic Planning period of 2009 to 2013, CHEAD has established six areas for attention:

Programmes

- Policy
- Leadership Development
- Research
- Strategic Alliances
- Communication
- Finance and Infrastructure of the Organisation

Policy

The overarching aim is to continue to inform, influence and initiate policy in higher education in art and design at the level of the United Kingdom and at other levels for the benefit of the sector.

The objectives are:

- to develop and maintain relationships with government, planning and funding bodies, validation, examination and awarding bodies; and relevant PSRBs
- to anticipate and influence current policy debates relevant to the sector
- to articulate and promote the value of higher education in art and design, specifically the value of the beneficial economic and social impact, to the wider world
- to project externally the important contribution of HE in Art and Design to the creative economy in the UK and beyond
- to collaborate with other mission groups to pursue and secure appropriate funding for HE in Art and Design.

Leadership Development

The overarching aims are to develop the capacity of leadership in the sector; to enhance the professionalism present among leaders; and to continue to provide a supportive and collegiate professional network for members.

The objectives are:

- to devise and provide a CHEAD leadership development programme rooted in a profound understanding of leadership needs in the sector

- to practise high quality succession planning in the organisation, developing emerging leaders and ensuring that the knowledge of those leaving the sector or organisation is retained; and to promote similar activity among the member institutions
- to continue to integrate opportunities for professional networking into all CHEAD events and to roll out networking services to members through the CHEAD office.

Research

The overall aim is to raise the level of research in art and design and to promote a greater understanding and appreciation of research activity within the academic and external communities.

The objectives are drawn mainly from the Subject Overview Report from UoA 63 Art and Design from the 2008 Research Assessment Exercise, and they are:

- with other relevant groups, to support the sector in achieving sustained excellence in those research areas that require significant investment
- with others, to support members in the drive to maintain the infrastructures necessary 'to integrate critical engagement, research and scholarship with the practical work of cultural production so as to ensure close dialogue with research users'
- to work with other groups and organisations to capture examples of best practice in research and to disseminate those to the sector through a series of events and seminars.

Strategic Alliances

The aim is to continue to provide multi-agency fora for debate and exchange of information and ideas in HE Art and Design for key organisations and members to enable the interests of the sector to flourish.

The objectives are:

- to maintain the Links Group and the Subject Associations Links Group and to improve their efficacy in meeting shared objectives
- to initiate, develop and sustain partnership working, fostering cohesion between the various specialist and project groups that populate HE Art and Design, providing a focal point for the sector
- to support, initiate, develop and manage focussed projects as required to meet CHEAD's strategic objectives.

Communication

The overarching aim, in the interests of advancing the wider sector, is to raise CHEAD's profile and professional reputation within the membership and in the wider context in which it operates.

The objectives are:

- to advocate for the sector in a manner that is confident, determined, professional and inclusive
- to disseminate information through a variety of media about CHEAD and its activities

- within CHEAD, to disseminate information through various media from other sources that is relevant to members' professional interests and supports efforts to influence the influencers.
- to organise successful CHEAD activities, particularly membership business meetings and fora, conferences and seminars
- to gather, assimilate, interpret and disseminate data and evidence to support CHEAD objectives and, where necessary, to commission the supply of such data, all to provide a strong evidential base for CHEAD activity.

Finance and Infrastructure of the Organisation

CHEAD will continue with its process of continuous professionalising of its operations in which maintaining and developing the quality of its staff is an essential part.

Specific tasks and undertakings to support this aim will be agreed regularly by the Executive and incorporated into annual operating statements throughout the Strategic Plan period: these will include diligent financial planning and management; the understanding and management of risks to the organisation; and ensuring the long term sustainability of CHEAD

**CHEAD Executive Committee
September 2009**

- last updated January 2010

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