

CHEAD

(Council for Higher Education in Art & Design)

Summary review of the Year 2010/11

Contents

Key Achievements	4
Strategic Focus and Activities	5
Policy	7
Leadership Development	9
Research	9
Strategic Alliances	10
Key Projects & Events	11
CHEAD Structure	14
CHEAD Executive 2010/11	14
Executive Committee Changes for 2011/12	15
CHEAD Member Institutions 2010/11	16
CHEAD Strategic Plan 2009-13	17

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

CHEAD is the association of 70 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 4 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 2010/11

- We continued our participation in the Design Commission under the umbrella of the Associate Parliamentary Design and Innovation Party Group. The Commission is co-chaired by Vicky Pryce and Baroness Whitaker, with the aim to keep design high on the Government and business agenda.
- Our Annual Conference, *New Forces, New Forms*, which was held at the Edinburgh College of Art, aimed to evaluate the current Government policy developments and the impact on the Art and Design Higher Education sector.
- CHEAD was a partner in the project, *Creating Prosperity: the Role of Higher Education in Driving the UK's Creative Economy*, commissioned by Universities UK into the role and contribution of higher education in the UK's creative economy
- We continued our engagement with the Research Excellence Framework by inviting various key speakers to our Business meetings, including Prof. Paul Greenhalgh, Chair REF Sub-panel 34; submitted nominations for sub-panel 34.
- The conclusion of the first cohort of the CHEAD Leadership Development Programme, which supports aspiring senior academic managers in art and design in their career development. Four delegates have since been able to move on to more senior positions.
- The continued expansion of the network of HEI galleries,
- Our ongoing positive engagement with key bodies in the wider sector, including Arts Council England, Crafts Council, Design Council, Creative and Cultural Skills.
- Continued membership on various steering and advisory groups related to A&D and HE A&D policy, such as the Design Skills Alliance, and the participation in a review by the Higher Education Academy to explore and make recommendations for the maintenance and development of partnerships in the reconfigured HEA.
- The building of international linkages with US peers at Annual Conference of the International Council of Fine Arts Deans (ICFAD)

Strategic Focus and Activities

In 2010/11 our main activities centred on the support of our members in preparation for the Research Excellence Framework (REF) and on the engagement with the policy making process. Building on our members' shared sense of the need to articulate the value of higher education, and higher education in art and design in particular, we developed a campaign to communicate this more strategically and systematically both to decision-makers within our institutions and to other organisations that affect the policy landscape. This project drew heavily on this year's Annual Conference and on our continued participation in the Design Commission, which has given us access to policy debates at senior levels and which we hope to continue to build on in 2011/12.

At the same time, our engagement with the process of REF sub-panel nominations and the list of key speakers at our Business meetings has allowed us to keep our members informed on the main developments and to ensure that our sector is adequately represented in REF preparations.

These two main foci were, as usual, further supported 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 government's Design Skills Commission under the umbrella of the Associate Parliamentary Design and Innovation Party Group
- Member of the Management Advisory Group of the ADM HEA
- Member of the ADM HEA Art & Design Reference Group
- Member of the Design Skills Alliance
- Observer on the Council of the National Society for Education in Art and Design (NSEAD)
- Member of the CCSkills / ACE Visual Arts Blueprint Advisory Group, and of its sub-group the Higher Education Advisory Group

In our strategy we established the following 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. These aims are revised annually to respond to new developments facing our sector:

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

In addition, we continue to run a number of activities that feed into several strategy themes, such as our research project on Widening Participation Research in Higher Education Art & Design.

In this demanding period we hope that our members and related organisations have felt that CHEAD continues to keep them informed on key issues and to speak effectively on their behalf – and on behalf of the subject area. We believe that we are now well prepared to engage with the challenges for 2011/12, which are going to be dominated by the government's White Paper and the REF. The strength of our organisation and the ability to influence these debates is a direct result of the support and engagement from our members. As such we do hope that we continue to offer a welcoming forum for our members and colleague from related organisations, and that members will therefore feel that our efforts provide a valuable service, as we look forward to working with you in 2011/12.

Christoph Raatz
Executive Secretary

Policy

This year CHEAD responded to the demand from its membership to focus more on advocacy work. This represented a certain shift in our strategic priorities and encouraged us to pursue advocacy more actively. It has been a quick learning process but we were able to respond to feedback from communication professionals to modify our approach in order to make our voice heard more effectively. At the same time, we were able to link this with our other ongoing activities.

CHEAD Campaign & Design Commission

The starting point for our advocacy work, the purpose of the Campaign project had been to strengthen CHEAD's ability to campaign on behalf of its members and sector in general.

The aim had been to develop a communications campaign for CHEAD and we drew in professional help from one of our member institutions to refine the campaign brief. However, following the initial discussions we subsequently shifted our approach towards disseminating our message of the wider value of higher education in art and design. In particular, we used the CHEAD Annual Conference to debate with members a set of shared principles and objectives that members feel represents the sector and which would therefore form the basis for future advocacy.

At the same time, our continued involvement in the Design Commission gave us the direct access to a number of the key individuals from industry and the policy-making community, whom we had intended to target with our campaign. CHEAD had been invited to join the Parliamentary Design Commission in 2010, which had been formed by Barry Sheerman MP, and Lord Michael Bichard. CHEAD, alongside the Design Council and Creative and Cultural Skills have sponsored the first inquiry into Design Education, which has a particular emphasis on the value and status of the subject at all levels but in particular Higher Education

The Design Inquiry is examining the hypothesis that to improve public services and support economic growth in the UK, design education should have a role within the whole education system; both in relation to the STEM subjects, and embedded in a range of other disciplines and credentials. This inquiry is an opportunity to investigate the economic and social rationale for design education, both specialised and embedded in other disciplines. This has been a fairly simple and logical argument but not one that had not been fully articulated yet, or with which many people outside of the design 'world' will be familiar.

The Inquiry received a lively response from CHEAD members to its call for evidence. Moreover, we were further able to share with the Commission the proceedings from our Annual Conference. The Inquiry will publish its report in autumn 2010 and we look forward to continuing our involvement with the Design Commission and its members.

Our work on the Design Commission was helped by the insights we drew from our participation in the *University UK's Higher Education and the Creative Economy Programme*, which we had joined in 2009 and which concluded with the launch of its final report in Spring this year. The report has highlighted the crucial role higher education plays in boosting the UK creative economy - an industry that is worth almost £60bn to the economy – and demonstrates why sustaining that contribution with continued investment, will become increasingly important to economic recovery. Members of the Executive Committee had fed into the project brief and shared materials and insights from previous CHEAD work. In addition, it pulled together a number of case studies from UK higher education institutions that document the strong contribution that institutions make to industry. The project had been chaired by Professor Geoffrey Crossick, Vice Chancellor of the University of London. In addition to our CHEAD members, the audience for the project included the wider UUK network of UK HE institutions and policy makers.

New Forces, New Forms. CHEAD Annual Conference 2011

This year's annual conference was hosted by the Edinburgh College of Art. The conference theme: *New Forms, New Forces* aimed to evaluate the current Government policy developments and the impact on the Art and Design Higher Education sector. For many years the strength of the sector has been the engine of UK creativity and this looks set to continue, as over 60 senior managers from art and design HE providers debated the future vision for the sector.

The conference aim was framed by the key speaker, Matthew Taylor, Chief Executive of the RSA (Royal Society for the encouragement of Arts, Manufactures and Commerce): Mr Taylor challenged the delegates to think about what kind of society we want to live in and then work out what we need to do in terms of limitations and regulations to achieve it. Characterised by the diversity of institutions, art schools were well placed to collaborate with colleagues from other disciplines in order to strengthen the impact of creativity. This diversity and history also offered rich opportunity to access new sources of funding. Opportunities lay in advancement strategies, international funding sources, as well as in privately funded markets.

Key themes emerged which will form the basis of CHEAD's future declaration of principles and objectives that will support the sector. These included, *inter alia*, developing a new pedagogic learning experience, explicit agendas for research and teaching and learning that would provide a rich ground for developing social and economic wellbeing, developing skills and competencies that provide rich ground for employability and community engagement. Conference Chair, Emma Hunt (Dean of the School of Art, Design and Architecture, University of Huddersfield & CHEAD Chair) said that 'HE Art and Design will continue to develop a rich and compelling story of the value and status of the Arts to create our vision for the longer term'

Outside the UK CHEAD established linkages with our US peer organisation, the International Council of Fine Art Deans. Our Chair, Emma Hunt, had been invited to speak at the ICFAD Annual Conference in October 2010. This has

been a promising connection, as we have a lot to learn from our colleagues who may be more used to operating in a climate with limited public funding. We do hope to build on these links and the ICFAD President had been supposed to speak at our Annual Conference, only to be scuppered by last minute logistical problems. However, we look forward to further contact in the future.

Leadership development

The first cohort of our CHEAD Leadership Development Programme concluded this year with its third seminar, which focused on human resource management and conflict resolution. 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.

Some 15 delegates had joined the seminars in the course of the first cohort. Its seminars have examined various aspects of leadership in higher education art and design: general issues of leadership in HE A&D and the art of persuasion and management in turbulent times; due diligence and financial planning, and human resource management. We were able to enlist the support from senior academics from HE A&D and the wider HE communities who were generous with their time and shared their own experiences with our delegates. Speakers included Prof. Janet Beer (VC, Oxford Brookes University), Prof. Elaine Thomas (VC, University for the Creative Arts), 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), and Gwen Wileman (HR Consultant and Executive Coach)

Feedback from all seminars has been very positive. In particular, delegates have highlighted the opportunity to network with peers and with senior colleagues in an informal setting. Moreover, four members of this cohort have since managed to move on to more senior positions. Therefore, the Leadership Development Programme will continue to be an important element in our range of activities. A new cohort will be opened in Autumn 2011.

Research

Our work to support preparations for the Research Excellence Framework continued this year and we managed to keep closely engaged with developments on behalf of our members. In particular, we invited members and related organisations to submit nominations for sub-panel membership. We were very pleased with our members' positive engagement after we received more than 60 nominations from CHEAD members and subject associations. This allowed us to put forward a strong list of credible nominations.

On behalf of the CHEAD Executive, and chaired by the CHEAD Chair, a sub-group then considered each candidate against the following criteria, as also detailed in the original call for nominations. The sub-group consisted of research leaders that represented the geographic, subject and institutional spread of our sector.

Members had further opportunity to discuss issues of impact and the REF panel nominations process at our CHEAD Business / Forum meetings in November and May. At our November meeting, Dr. David O'Brien, Leeds Metropolitan University, shared his insights from his report, Measuring the value of culture: a report to the Department for Culture Media and Sport. Dr O'Brien carried out a 6-month fellowship that was jointly-funded by AHRC, ESRC and DCMS, from April to October 2010. This presentation complemented a discussion by Chris Taylor, Hefce, of the REF Impact Pilots.

At our May Business / Forum meeting we were then joined by Prof. Paul Greenhalgh, Director of the Sainsbury Centre for Visual Arts, University of East Anglia and Chair of REF Sub-panel 34. Prof. Greenhalgh explained the process of the REF to our members and was willing to answer many questions from the audience.

We now look forward to working with our members in this crucial year, in order to be fully prepared for what will be a challenging research assessment. Not only for this reason we are particularly pleased that the CHEAD Vice Chair, Anne Boddington, Dean of the Faculty of the Arts, University of Brighton, has been appointed to the post of Deputy Chair, REF Sub-panel 34.

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, ukadia, ADM HEA, the Group for Learning in Art & Design, Association of Principals of Specialist Colleges in Art & Design (APSCAD), UCAS, and the AHRC.

Our overarching concern this year has been the Higher Education Academy's decision to close its network of subject centres. In particular, within art and design CHEAD has enjoyed a very strong mutual working relationship with the Art, Design & Media subject centre and the closure of the ADM in late Autumn 2011 will leave a big hole. Our representation on the ADM's Management Advisory Board and the Art & Design Reference Group has given us some opportunity to contribute to help shape the ADM's difficult transition. Moreover, in May 2011 we had been invited, alongside a number of other subject councils, to contribute to a HEA project that aimed to explore and

make recommendations for the maintenance and development of partnerships in the reconfigured HEA. While we look forward to receiving the outcome of the project, we have also started to strengthen our links with Carolyn Bew, who will be taking over as the HEA's Art and Design subject lead. In particular, we will be providing a base for Carolyn at our London office and will actively seek to join up a number of our respective activities. It is this link that allows CHEAD and the ADM to speak to and on behalf of all levels of the institutional hierarchy within HE A&D.

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. Again, we will be seeking to strengthen this in liaison with Carolyn Bew over the next year.

HEI Galleries Network

The CHEAD Galleries Network continues to receive strong support from our membership and is steadily growing in participation. The network is an opportunity for its members to share experiences and to discuss areas of mutual concern. This year the network has been able to support a project, led by the Arts University College at Bournemouth that investigates the types of HEI galleries that exist across the UK and to profile the different ways in which gallery spaces are run and funded.

The network was further enhanced by a newly established link with VAGA, the Visual Arts Galleries Association, and engage, the National Association for Gallery Education. These new links allow us to meet the aim of the network to set up links with galleries outside HEIs.

There is a strong ambition within the network to engage in joint initiatives, such as a joint exhibition, which will highlight the valuable contribution that our galleries make not only to our own community but also to higher education institutions more generally.

In general, our objectives in our contact with these various 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 key projects and events that are central to CHEAD and are relevant to several themes of our CHEAD strategy:

Inclusive Practices, Inclusive Pedagogies – Learning from Widening Participation Research in Art and Design Higher Education

As members will recall, in 2009 Arts Council England, (ACE) the ADM HEA, the National Arts Learning Network (NALN, now a part of Ukadia, the UK Art and Design Institutions group) and the Council for Higher Education in Art and Design (CHEAD). Each of these bodies have a strong core commitment not only to the arts and to arts and design education but also to widening access and participation to these subjects through their study at FE, undergraduate and postgraduate level.

Initial meetings between the four bodies had identified the value in bringing together and celebrating a significant range of projects and research aimed at improving access and widening participation which deserved to be shared with the subject community in the arts and with the HE sector more widely. It had also identified some areas that merited further research driven by a collective awareness that there remained much work still to be done and that notwithstanding some successful work any idea that widening access and participation had been fully addressed must be avoided. The research was conducted by Dr. Dipti Bhagat, Senior Lecturer in Design History, Theory and Design, London Metropolitan University, and Dr. Peter O'Neill, Research and Grants Officer, The Aga Khan University (International) in the United Kingdom.

Since the project launch there have been significant central policy changes, which have affected funding for both the arts and for higher education. Given these changes, which threaten the ability of these areas to continue to work on widening access and participation, we believe that the need to continue, and to improve our working practices remains a key activity if the progress that has been made are not to be put at jeopardy.

The project publication will show the commitment of the arts and design sector in HE to take seriously the need to widen participation and gives examples of projects that have had significant success in doing this. It also shows the complexity of the task and illustrates the difficulties we all face in being successful. Notwithstanding these difficulties, we remain optimistic that the creativity and commitment of the art and design sector will see further progress made and hope that we may see a successor volume at a future point will be able to demonstrate this progress.

The research report will be launched in October 2011 and we look forward to following up its insights in collaboration with the project partners and

Artists Access to Art Colleges (AA2A)

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.

While it has been a mainstay for many years, unfortunately, in light of funding restrictions and shifting priorities, we regret that CHEAD will no longer be able continue to host 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. We wish Wendy the best of luck and hope that the project may continue to feature in the HE A&D landscape.

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 2010/11

Chair

Emma Hunt

Dean of School of Art, Design and Architecture, University of Huddersfield

Vice Chair

Professor Linda Drew

University of the Arts London

Hon 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

Anne Boddington

Dean of Faculty of Arts, University of Brighton

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

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

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

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

Paul Middleton
Dean of School of Arts
The University of Northampton

Executive Committee changes for 11/12:

Incoming members:

Anne Boddington

Elected to Vice Chair

Natalie Brett
Dean of College, Camberwell College of Arts, University of the Arts London

David Crow
Pro Vice Chancellor & Dean, Manchester Metropolitan University

Jeremy Diggle
Dean of School of Art & Design, University College Falmouth

Judy Glasman
Head of School of Art & Design & Associate Dean Academic Quality,
University of Hertfordshire

Outgoing members:

Professor Chris Bailey

Professor Linda Drew

Ian Farren

CHEAD Member Institutions 2010/11

England

Anglia Ruskin University
Bath Spa University
Birmingham City University
University of Bolton
Arts University College at
Bournemouth
Bradford College
University of Brighton
Bucks New University
University of Chester
Cleveland College of Art & Design
Central School of Speech and
Drama
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
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
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

Wales

University of Wales Institute,
Cardiff
Newport School of Art & Design:
University of Wales
North Wales School of Art and
Design:
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 the following areas for attention:

Programmes

- Policy
- Leadership Development
- Research
- Strategic Alliances
- 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.

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 July 2011

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