



Leading and Managing Strategic Change and Operations CHEAD Leadership Development Programme

Room AA191, School of Creative Arts, University of Hertfordshire, College Lane, Hatfield

Focusing on effective leadership and structures of Art and Design organisations, the intention is to use case studies and a workshop approach to draw out experiences and respond to delegates' challenges. Both processes and pitfalls in mergers between organisations and internal reorganisations will be tackled.

An expert panel of Art and Design education leaders will be contributing including

- **Professor Mark Hunt**, Deputy Vice Chancellor, University for the Creative Arts;
- **Judy Glasman**, Dean of School of Creative Arts, University of Hertfordshire;
- **Dr Bryony Conway**, former Dean of School of Art and Design, University of Wolverhampton and CHEAD leadership development programme leader;
- **Gill Sandford**, Dean of Faculty of Creative Industries, University of South Wales;
- **Dr Angela Partington**, Associate Dean for Academic Development, Faculty of Art, Design and Architecture, Kingston University;
- **Kay Robertson**, HR Manager, University of Hertfordshire.

In particular participants should gain:

- An understanding of how our sector has tackled institutional change through restructuring
- How our organisations can effectively respond to the current and potentially future pressures on HEIs
- An understanding of different models of organisation and their strengths and weaknesses
- Some practical sense of how to approach tasks within their own organisations of effective structures, roles and transitions during periods of reorganisation

The day is designed for delegates to bring issues and questions to the table for consultation from peers and from the panel. These aspects of the day will be regarded as operating in an environment of confidentiality.



Programme

9.30 – 10.00	Arrival and registration Room AA191 Art and Design Building, College Lane site	Coffee
10.00 – 10.15	Welcome Introduction to CHEAD Leadership programme	Judy Glasman Dr Bryony Conway
10.15 – 10.45	Tour of buildings and facilities	Judy Glasman
11.00 – 12.15	Managing Institutional Change Through Merger – Background to merger, key issues, challenges and outcomes. Key questions to be considered: <ul style="list-style-type: none"> a. What form of relationship was most appropriate in UCA’s particular case? b. What evidence was necessary to inform decision-making? c. What processes was adopted to ensure the most effective outcome? Discussion with delegates	Professor Mark Hunt, Deputy Vice Chancellor, University for the Creative Arts
12.15	LUNCH	
1.00 - 1.45	Managing change inside an organisation – case study drawing on University of Hertfordshire including changes from Faculty to School and mergers of Schools. Case study to focus on transition management and structure design and roles. Workshop discussion	Judy Glasman Expert advice on HR issues available from Kay Robertson
1.45 – 3.00	Leadership and management scenarios	JG and GS
3.00	Refreshments served during working period	
3.00 – 4.00	Management and Leadership Challenges Panel and delegates to consider	Dr Bryony Conway to chair / all to contribute
4.00	Feedback Close	Judy Glasman