



Membership Report

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Recommendations Summary

This report proposes that CHEAD introduces a tiered annual membership fee structure in recognition of the breadth of scale of institutions offering Art & Design HE across the UK and to bring CHEAD in line with other European and international organisations offering a similar service. It is proposed that this is implemented in time for the next membership payment period 2016/17 commencing 1st August 2016.

Introduction

CHEAD is the representative body for the art and design higher education sector (HE A&D). Its mission is to contribute to the development of the A&D community, its standing and stature as well as its engagement with the outside world. CHEAD provides a voice for and on behalf of HE A&D in the UK advancing knowledge and understanding in the sector and promoting the sector's interests to others.

CHEAD facilitates debates and networking opportunities for senior staff from within and outside HE focusing on issues related to HE A&D. It further facilitates support networks for specialist groups of staff, such as research leaders, leadership development and HE gallery leaders.

Background

CHEAD is faced with a changing landscape in the Art & Design HE sector and must adapt its approach accordingly to address this. Membership fees and future recruitment is central to this discussion.

Against an evident backdrop of diminishing financial resources available to Art Schools and Art Departments, CHEAD needs to consider ways in which its membership could be diversified and expanded.

In order to achieve its key objectives, CHEAD needs to grow its overall membership base and achieve a critical mass of engaged senior leaders in Art and Design Higher Education to position itself centrally within the A&D HE agenda.

Current membership structure

The current membership fees are applied at a flat rate but a recent concession has been made for the University of the Arts, London (UAL) who pay a flat rate of £6,000 which covers the four institutions that make up UAL. The principal of a graded or tiered fee structure has already been set but the purpose of this report is to investigate how comparable European and International organisations structure their membership fees and to make recommendations to the CHEAD Executive in terms of feasibility and deliverability.

The following section assesses a range of comparable organisations in the UK, Europe and Internationally who have a similar role to CHEAD.

PROFILES – Section 1

Australian Council of University Art & Design Schools (ACUADS)

ACUADS is the peak body of university visual arts, crafts and design. ACUADS represents over thirty Australian university art and design faculties, schools and departments and other academic units offering university degrees at undergraduate and postgraduate levels, including bachelor, master, and doctorate in art, craft and design.

Fee Structure

Under 600 Equivalent full-time student load (EFTSL)	\$938 (£490)
Under 1000 EFTSL	\$1,327 (£694)
Over 1000 EFTSL	\$1,565 (£818)
Two memberships:	\$3,130 (£1637)
Affiliate (non-voting)	\$281 (£146)
Individual membership:	\$100 (£52)

Key Features:

- Institutions with more than 1,000 art and design students may take out two memberships; however, no institution may have more than two memberships.
- Individual memberships are available to staff from art and design schools that do not have an institutional membership, but who wish to be involved in conferences, discussions and the AGM.
- Affiliate memberships are available to overseas organisations and institutions with aims and objectives similar to ACUADS.

Recent amendments to the fee structure

- The Under 250 EFTSL category has recently been revised to Under 600 EFTSL, making this category accessible to more art and design schools.

Current membership:

- 27 institute members
- No individual or associate members at present

PROFILES – Section 2

National Association of Schools of Art and Design (NASAD)

NASAD is an association of approximately 346 schools of art and design, primarily at the collegiate level, but also including postsecondary non-degree-granting schools for the visual arts disciplines.

It is the national accrediting agency for art and design and art and design-related disciplines.

The Association also provides information to the public. It produces statistical research, provides professional development for leaders of art and design schools, and engages in policy analysis.

Fee Structure

Accredited* Institution Members	
1 - 200 FTE* Students	\$ 1,653 (£1,132)
201 - 400 FTE* Students	\$ 1,927 (£1,319)
401 - 600 FTE* Students	\$ 2,211 (£818)
601 - 800 FTE* Students	\$ 2,477 (£1,514)
Over 800 FTE* Students	\$ 2,731 (£1,870)
Non-Accredited Institutional Affiliates	\$967 (£662)
Professional Organization Affiliates	\$500 (£342)
Individual membership	\$75.00 (£51)

* The accreditation process involves a self-study assessment and the hosting of an on-site review team consisting of a \$500.00 fee for the first two evaluations, subsequent visit are \$400.00.

Key Features:

- Individual Membership is open to artists/designers, educators, or other individuals who, through their teaching and professional activity or through their interest in accredited Membership for their institutions, would benefit from the Association and contribute to its effective operation. Individual Membership is designed especially for art/design executives and faculty members of institutions preparing for NASAD accredited institutional Membership. The art/design executive is encouraged to become an individual member during the application phase of the process

Current membership:

- 346 accredited institutional members

PROFILES – Section 3

The European League of Institutes of the Arts (ELIA)

The European League of Institutes of the Arts - ELIA is the primary independent network organisation for higher arts education. With over 300 members in 47 countries, it represents some 300,000 students in all art disciplines. ELIA advocates for the arts on the European level, creating new opportunities for its members and facilitating the exchange of best practices.

Disciplines covered:

- Architecture
- Circus
- Conservation - restoration
- Dance
- Design
- Fashion
- Film
- Fine Art
- Media Arts
- Music
- Theatre

Fee Structure

Full Members & Non-European Members (no voting rights)	
Up to 250 arts students	€695 (£550)
Up to 500 arts students	€1.295 (£1023)
Up to 1000 arts students	€1.880 (£1483)
Up to 2000 arts students	€2.590 (£2047)
Up to 4000 arts students	€2.825 (£2233)
Above 4000 arts students	€4.200 (£3320)
Associate Members	€650 (£513)

Key Features:

- Simple, student numbers based membership policy.

Current membership:

- Over 300 accredited institutional members

PROFILES – Section 4

United Kingdom Arts and Design Institutions Association (UKADIA)

UKADIA is a group of specialist arts and design institutions from across the UK's higher and further education sectors. UKADIA promotes nationally and internationally, the key contributions of specialist colleges to the UK's world-renowned reputation in visual arts, performance and the creative and cultural Industries UKADIA aims to work together as a network to widen participation in Higher Education and encourage mobility into professions serving the creative and cultural industries.

Fee Structure

Full Membership	£1,500
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Key Features:

- UKADIA is a sub-association of GuildHE. The network is governed by a formal committee structure.
- The National Arts Learning Network (NALN) incorporated into UKADIA in 2010.

Current membership:

- 13 members

PROFILES – Section 5

The Association of Independent Colleges of Art and Design (AICAD)

AICAD – the Association of Independent Colleges of Art and Design – is a non-profit consortium of 42 leading art schools in the US and Canada. It was founded in 1991 by a group of 25 presidents who felt a need for the similarly structured art schools to come together so as to mutually develop their schools and programs. AICADs mission is to help strengthen the member colleges individually and collectively, and to inform the public about these colleges and the value of studying art and design.

Fee Structure

Full Memberships scaled by size of institution (based on student enrolment).	\$8,760 to \$15,650 (\$6,038 to £10,780)
International Affiliation (Non-voting members)	40% of what full members would pay at that enrolment size

Key Features:

- Membership is open to colleges in the US and Canada that are: private, non-profit, free-standing (that is, not a department of a larger college or university), specialized colleges of art and design and must already be accredited by NASAD (the National Association of Schools of Art & Design)
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Current membership:

- 42 members (the 42 independent, non-profit, specialized schools of art and design in the US and Canada).

PROFILES – Section 6

College Arts Association (CAA)

The College Art Association (CAA) is the preeminent international leadership organization in the visual arts, promotes these arts and their understanding through advocacy, intellectual engagement, and a commitment to the diversity of practices and practitioners. Over 12,000 artists, art historians, scholars, curators, critics, collectors, educators, publishers, and other professionals in the visual arts belong as individual members. Another 2,000 departments of art and art history in colleges and universities, art schools, museums, libraries, and professional and commercial organizations hold institutional memberships.

Fee Structure

Individual Membership	
Basic	\$125 (£85)
Premium	\$195 (£134)
Institutional Membership	
Department/Museum	\$645 (£444)
Academic/Corporate	\$920 (£633)
Affiliated Societies	
Up to 100 individual members	\$55 (£37)
101 to 1,000 individual members	\$110 (£75)
1,001 to 5,000 individual members	\$245 (£168)
Over 5,000 individual members	\$365 (£251)

Key Features:

- Membership is open to individuals as well as institutions.
- There are a range of benefits according to the type and level of membership.

Current membership:

- 14,000 members

Recommendations

Appendix I lists the existing fifty-six CHEAD members together with their student numbers.

Appendix ii lists UK institutions with provision in HE A&D together with their student numbers who are not currently members of CHEAD.

Proposed tiered fee structure

Student numbers	Proposed fee	Included
Above 10,000 or multiple institutions	£6,000	One free conference place per institution
Above 3,000	£2,300	One free conference place
Under 3,000	£1,900	One free conference place
Under 1,000	£1,300	One free conference place
Under 350	£650	One free conference place
Non affiliated member	£65	10% off CHEAD events

Existing members who under the new membership structure would move up to the £2,300 bracket would be protected and phased. This new membership bracket would also include an enhanced package for those members.

The non-affiliated membership option will not be introduced immediately but rather be offered in a years time once the main membership categories had been established.

Overall membership strategy

- **Re-engage with lapsed members**

CHEAD is able to identify lapsed members. The Executive should approve a strategy to target them with a view to interest them in re-joining. This strategy would include regular emails notifying them of key events and activities inviting to consider re-joining.

- **Target marketing to potential members**

The Executive should approve a strategy with which to target potential members as identified in Appendix ii.

- **Improve membership retention**

One reason cited by institutions for not renewing their membership was the main point of contact leaving the organisation and the incoming Dean/HEAD not recognising the benefits of continued membership. CHEAD should focus efforts on increasing its contacts within the organisation to ensure the benefits of CHEAD membership are

recognised throughout the institute and its departments and staff. In addition, individual membership may allow individuals upon leaving an institution to ensure their relationship with CHEAD is not lost and they continue to benefit from CHEAD membership even if their institution does not wish to join.

- **Refine its membership offering**

Existing members will be facing new challenges. The Policy and External Relations Manager and the Membership Manager could consider tailoring CHEADs communications to different groups, tailoring communications according to the subject discipline.

- **Raise the profile of CHEAD**

Now that CHEAD is up to full capacity, it is already seeing the results from improved communications particularly the regular policy briefings which has resulted in good feedback. With a strategic plan in place by September, the Policy and External Relations Manager and the Membership and Administration Manager will be able to build a robust work plan around the strategic plan to further enhance CHEAD's profile.

- **Member survey**

A survey should be designed and sent to all CHEAD members to gauge their response to a proposal to alter the fee structure to reflect institution size (based on student numbers). A presentation could also be made at the next Membership and Networking meeting in May 2016. CHEAD members will therefore have the opportunity to comment on any proposed changes to the fee structure, particularly in the instance when a larger institution is being asked for a higher membership fee. This will help the Executive anticipate any unforeseen issues and ensure CHEAD members understand how the new fee structure responds to the changing landscape CHEAD is operating within.

Proposed Timeline

Activity	Start	Duration	% Complete	Period																	
				Wk Bg 9/5	Wk Bg 16/5	Wk Bg 23/5	Wk Bg 30/5	Wk Bg 6/6	Wk Bg 13/6	Wk Bg 20/6	Wk Bg 27/6	Wk Bg 4/7	Wk Bg 11/7	Wk Bg 18/7	Wk Bg 25/7	Wk Bg 1/8	Wk Bg 8/8	Wk Bg 15/8	Wk Bg 22/8	Wk Bg 29/8	
				1	2	3	4	5	6	8	9	10	11	12	13	14	15	16	17	18	
Membership Report considered by Executive	1	1	100%	█																	
Decision taken to proceed with new fee structure	1	2	100%	█	█																
Report presented to the membership at the May Mem& Nets meeting	3	3	100%			█															
Survey drafted and circulated to Executive for approval	3	4	100%			█	█														
Survey circulated to the membership	5	6	100%					█	█												
Deadline for comments before term end	6	6	100%						█												
Survey report and final recommendations issued for consideration at the away day	9	10	100%								█	█									
Implementation													█	█	█	█					

Appendix I - Existing CHEAD members and their student numbers

Institute	Student Numbers 2014/15
University of the Arts London	13925
Nottingham Trent University	3990
University of South Wales	3915
Birmingham City University	3770
Falmouth University	3065
Manchester Metropolitan University	2880
University of Central Lancashire	2735
Kingston University	2725
Bath School of Art & Design	2720
Arts University Bournemouth	2685
De Montfort University	2680
Northumbria University	2665
University of Hertfordshire	2565
University of Huddersfield	2500
Middlesex University	2095
University of Brighton	1985
University of Wolverhampton	1985
University of the West of England, Bristol	1975
University of Salford	1950
University of Plymouth	1845
Norwich University of the Arts	1820
University of East London	1800
University of Leeds	1775
Sheffield Hallam University	1740
University of Ulster	1705
University of Westminster	1705
Leeds Beckett University	1665
University of Southampton	1655
University of Lincoln	1605
Ravensbourne	1510
Liverpool John Moores University	1420
Loughborough University	1375
University of Edinburgh	1355
University of Derby	1330
Glasgow School of Art	1315
Anglia Ruskin University	1245
Royal College of Art	1240
University of Dundee	1225
Leeds College of Art	1170
University of Portsmouth	1135
University of Northampton	1100
Cardiff Metropolitan University	1090
University of Gloucestershire	1090
University of Sunderland	1060
Bucks New University	930
University of Bolton	790
York St John University	750
University of Chester	745
University of Teesside	615
University of Worcester	490
University College London	355
Bradford College	Not available
Cleveland College of Art & Design	600
Cambridge School of Visual & Performing Art	Not available
Istituto Marangoni	Not available
Newcastle College School of Art & Design	Not available

Appendix ii - UK institutions with provision in HE A&D with student numbers not currently members of CHEAD.

Institute	Student Numbers 2014/15
Southampton Solent University	2185
Goldsmiths, University of London	1995
The University of Essex	1450
University of Chichester	1370
The University of Kent	1355
Bournemouth University	1300
Brunel University	1275
London Metropolitan University	1260
Canterbury Christ Church	1180
City of Sunderland College	1060
Roehampton University	980
Edinburgh Napier University	925
University of Greenwich	925
Edge Hill University	905
Royal Conservatoire of Scotland	890
University of Cumbria	870
London South Bank University	850
University of Bedfordshire	835
The University of Winchester	830
Royal Holloway, University of London	820
Aberystwyth University	775
University of Surrey	750
Rose Bruford College	745
The University of York	710
Heriot-Watt University	635
The Liverpool Institute for Performing Arts	625
Queens University Belfast	580
University of Manchester	580
The University of Reading	560
University of Bristol	545
Liverpool Hope University	520
Hull College	510
The University of Hull	510
Oxford Brookes University	490
Oxford University	450
Bangor University	445
University of Abertay Dundee	430
University Campus Suffolk	420
Lancaster University	415
The University of Nottingham	405

Urdang Academy	Not available
Barking and Dagenham College	Not available
Newham College	Not available
York College	Not available
Institute of Contemporary Music Performance	Not available
The University of Strathclyde	Not available
Blackburn College	Not available
Blackpool and The Fylde College	Not available
Carmarthenshire College	Not available
City College Brighton & Hove	Not available
City of Glasgow College	Not available
Colchester Institute	Not available
Coleg Sir Gar	Not available
Croydon College	Not available
Dartington College of the Arts	Not available
Doncaster College	Not available
Glyndwr University	Not available
Havering College of Further and Higher Education	Not available
Hereford College of Arts	Not available
Hugh Baird College	Not available
Kingston College	Not available
Kirklees College	Not available
Leicester College	Not available
Mountview Academy of Theatre Arts	Not available
Pearson College London	Not available
Somerset College	Not available
South East Essex College	Not available
University Campus Oldham	Not available
University Centre Croydon	Not available
University Centre Grimsby	Not available

* Data Source: Higher Education Statistics Agency