



Council for Higher Education in  
Art & Design (CHEAD)

# Strategy to 2020

*The Council for Higher Education in Art & Design (CHEAD) is the representative body for the art and design higher education sector in the UK. Its mission is to contribute to the development of the Art and Design community, its standing and stature as well as its engagement with the outside world.*

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# CHEAD Strategy 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 ranging from Russell Group, to private art and design HE providers, and Post-1992 art, design, creative media, and related discipline departments in multi-faculty institutions. 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 REF Panels and, in the development QAA subject benchmarks in art and design, and in art, design, creative media and related Subject Associations.

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## 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

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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

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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

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'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.

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