



Appointment of
DEAN OF ACADEMIC STRATEGY

FOREWORD: PROFESSOR JEREMY TILL

Head of College



Thank you for your interest in the role of Dean of Academic Strategy at Central Saint Martins. Now is a crucial time for Central Saint Martins and the University of the Arts London. The COVID pandemic and anti-racism movement in their own and intersecting ways set a new landscape for higher education in the creative arts, in which ways of teaching and operating will be reconsidered, and where the values of social justice and anti-racism must underpin everything we do. These conditions set both urgent challenges but also the potential to reflect on what we do.

Central Saint Martins aims to engage with and lead the global debate about the arts, performance and design, and their role in societal transformation. We also aim to empower our graduates to be the leading practitioners in their field, as well as responsible citizens of the world. We hope you will consider joining our creative community and will find what you need to know in this application pack. If not, please contact me direct.

**Jeremy Till: Head of Central Saint Martins
Pro Vice-Chancellor, UAL**

THE UNIVERSITY

A Global University

University of the Arts London is the world's second-best university for Art and Design in the QS World University Rankings® 2020. It offers an extensive range of courses in art, design, fashion, communication and performing arts, with graduates going on to work in and shape creative industries worldwide.

Across the University, we offer a learning environment in which originality is recognised, difference is respected and excellence is pursued. Our values centre on social justice and environmental stewardship. We respect and encourage the academic freedom of our staff and the natural curiosity of our students.

Our Collegiate structure

UAL is structured as a Collegiate University: each College has a particular academic ethos within a practice-led tradition, informed by its own distinctive history and relationships. The University's Colleges work together to enrich the student and staff experience and to increase their impact on the creative and cultural sectors, not only in London and the UK but also globally. Our students graduate with work that breaks boundaries, engages with our changing world and challenges our preconceptions. From wherever in the world they come, they will go on to influence the way we all think and live.

The Colleges

The six constituent Colleges are as follows:

- **Camberwell College of Arts:** Camberwell offers courses in fine art and design and its unique studio culture gives students the freedom to explore their creativity and use facilities that embrace traditional craftsmanship and digital technology
- **Central Saint Martins:** Central Saint Martins is a world leading centre for art and design education, with nine programmes covering a wide range of creative arts disciplines
- **Chelsea College of Arts:** Chelsea specialises in curating, fine art, graphic design communication, textile design, interior and spatial design. It provides students with a stimulating space and supportive atmosphere so they can develop their practice;
- **London College of Communication:** London College of Communication is a pioneering centre for design and media education. It works at the cutting edge of new thinking and prepares its students to define the future of the creative industries
- **London College of Fashion:** London College of Fashion is a leading global provider of fashion education, research and consultancy. It offers undergraduate and further education courses, integrated and postgraduate masters, research degrees and short courses
- **Wimbledon College of Arts:** Wimbledon is a centre for all aspects of performance education, including acting, costume and stage design.

THE UNIVERSITY

Our students and research

With more than 19,000 students from over 119 countries (49 per cent of whom are from outside the UK, with an average of 30 per cent outside the UK and EU), 4,500 staff, and an annual budget of circa £260 million, the University of the Arts London is Europe's largest specialist arts and design university. Our University not only awards more than 7,500 undergraduate and postgraduate degrees each year but also delivers short creative courses and executive education to over 20,000 students.

The University works to provide a bridge between the educational world and professional practice, and to serve the creative industries. It combines a pursuit of academic excellence with close engagement with its business, creative and cultural partners. The University has a vibrant research culture across its six Colleges, with eight University Research Centres and three new Institutes which lead innovative research and disseminate this through exhibitions, publications, conferences, festivals and workshops.

UAL performed well in the 2014 Research Excellence Framework, with 83 per cent of the research submitted graded as "world-leading" and "internationally excellent". This places UAL in the overall top 30 UK research institutions in the UK for the quality of research submitted. Occupying multiple sites across London, students and staff benefit from and contribute to the enormous range of stimuli provided by what is widely considered to be the creative capital of the world.

The University's impact and engagement extends to the global stage through its international student body, affiliations and partnerships with other universities and creative organisations that share a passion for arts. The University is led by a twelve-person Executive Board, chaired by the Vice-Chancellor Sir Nigel Carrington, and governed by a 24-person Court of Governors, chaired by David Isaac.

Strategic Plan 2015-22

The University is in the middle an ambitious seven-year strategy 2015-22 with four key strategic areas that will ensure UAL continues to be a world-class place of learning.

As a creative university, its future is formed by the imagination, energy and skills of their staff, students, alumni and of the many academics from other institutions who work closely with them each year.

There are four major aims in UAL's strategy. First, to be the best teachers in creative education. Second, to generate new knowledge that will address the challenges of today, fascinate students, and grow its income. Third, to increase its influence and impact as they become a global university. And fourth, to build the best physical and digital context for creative education, valuing traditional tools and workshops as much as emerging technology.

The 4 areas of the strategy are:

- Transformative Education;
- World-leading Research and Enterprise;
- Communication and Collaboration;
- Building an Inspirational Environment.

CENTRAL SAINT MARTINS



Central Saint Martins is alive with different ways of thinking, making and doing. Across art, design and performance, our students create the ideas, materials and actions for a better future. Creative practice combines the ability to imagine new futures with the means to deliver them. As such, artists and designers are equipped to address our urgent global challenges – from tackling the climate and biodiversity emergencies to forging more equitable societies. Our students work with hope and uncertainty, using their compassion and vision to shape the world through creative action.

What we do is always connected to others. Our community goes beyond building, beyond disciplines and beyond borders. From local neighbours to global partners, Central Saint Martins collaborates with others to build knowledge and transform objects, systems and lives for the better. We understand that good things happen when people work together.

Art and design are often seen at Central Saint Martins as vehicles for protest, comment, community engagement and societal change. This is particularly the case with the current political and social context, against which our students have quickly found means of expressing their personal and collective positions.

CENTRAL SAINT MARTINS

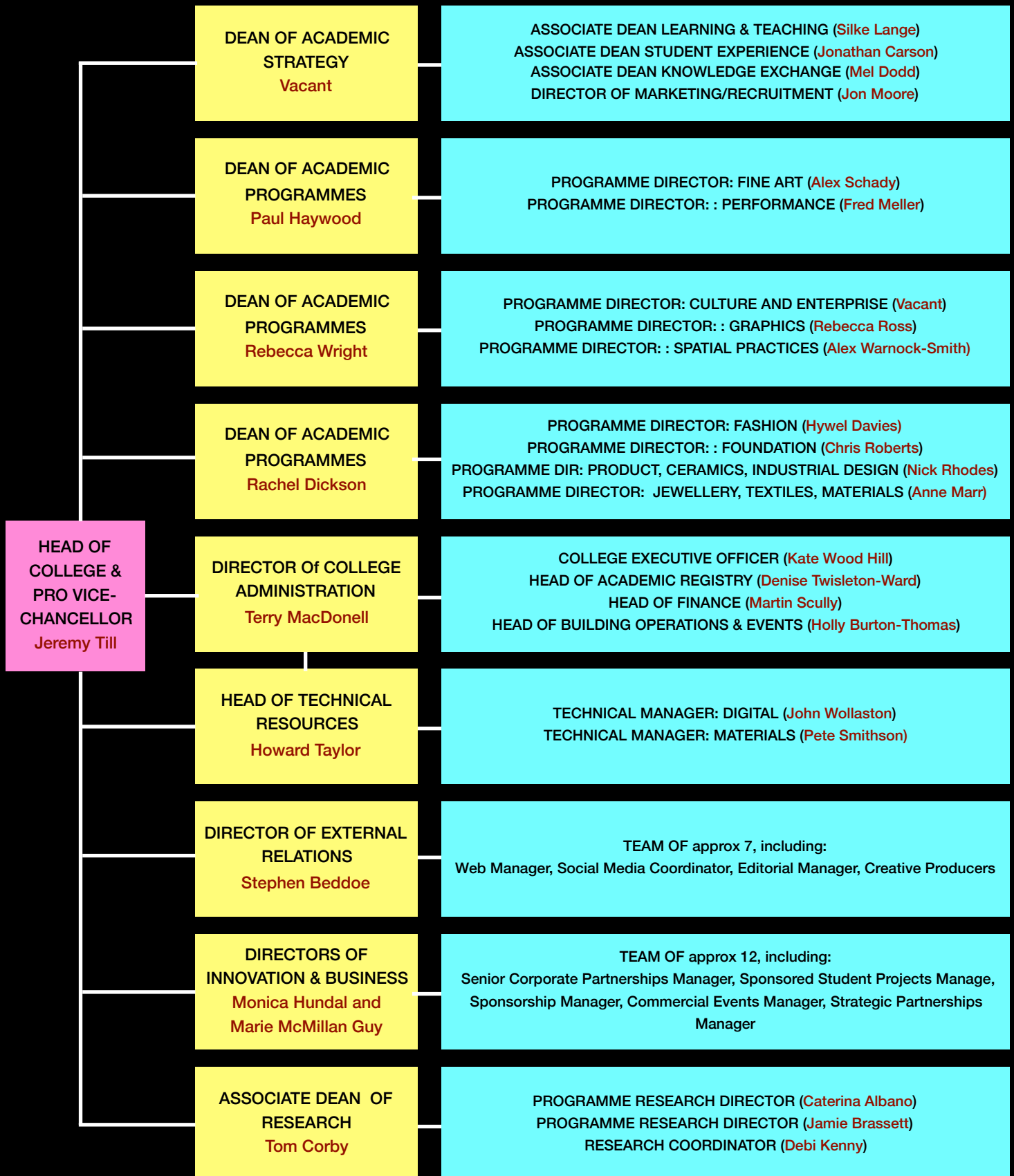


The identity of Central Saint Martins is inherited from two groundbreaking arts and design schools: St Martin's School of Art and the Central School of Arts and Crafts. From their Arts & Crafts beginnings, both educational institutions developed radical creative practices and progressive social values in education. The two schools merged in 1989 to create Central Saint Martins (later joined by Byam Shaw School of Art and Drama Centre London).

Our multi-award winning building houses a broad sweep of disciplines under one roof, encouraging creative generosity and collaboration. Increasingly the work emerging from the college crosses traditional disciplinary boundaries, as students find hybrid and unexpected ways of working. Our location, at the heart of the ongoing development of King's Cross increases the need to open our doors, metaphorically and physically, to the world.

CENTRAL SAINT MARTINS

Organisation



DEAN OF ACADEMIC STRATEGY

Role



The position of Dean of Academic Strategy (DAS) was introduced in all UAL colleges in 2018 and is a key role for the college and university. Working with the Head of College and the College Executive, the DAS is instrumental in shaping and delivering Central Saint Martins' academic strategy. The college has ambitious plans in developing new courses and methods of delivery over the next four years, and the DAS has a central role in the design and initiation of this plan. In particular the DAS will work closely with the Deans of Academic Programmes to support them in developing their programmes and new courses. Central Saint Martins has developed an ambitious strategy for a range of new courses with innovative methods of delivery and transdisciplinary content. The DAS will oversee the delivery of this strategy; the role thus provides the opportunity to help shape the future of education at one of the world's most influential creative arts institutions.

At the same time the DAS has overall responsibility to ensure quality enhancement across the entire college portfolio. In recent months, the Deans of Academic Strategy across the university have been pivotal in managing the shift to online and blended learning, working with other Deans, Programme Directors and Course Leaders to ensure that learning outcomes are delivered within a very different delivery context. This aspect of the role will continue for the foreseeable future as part of our academic strategy.

The DAS also works closely with the University Deputy Vice Chancellor (Academic) to ensure consistency of approach across the University, as well as contributing to the overall university academic strategy.

DEAN OF ACADEMIC STRATEGY

Job Description



Purpose of Job

Working to the PVC/Head of College, the Dean of Academic Strategy will provide leadership of the delivery and development of the Academic Strategy and academic aspects of Annual Operating Plan in the College. This includes:

- Working with the Deans of Academic Programmes to provide strategic coordination of the development and deployment of resources to ensure a culture of continuous improvement of academic provision and the student experience.
- Working closely with the DVC (Academic) and PVC/Head of College to ensure the College academic strategy and operational plan is aligned to UAL strategic objectives.
- Overseeing quality assurance and enhancement activities and processes in the College

Main Duties and Responsibilities:

- Lead on the development and delivery of the Academic Strategy and the academic aspects of the Annual Operating Plan within the College, by working closely and collaboratively with the DVC (Academic), PVC/Head of College, Deans of School, Associate Deans, Associate Dean for Research, Director of College Administration and fellow Deans of Academic Strategy across the University
- Have strategic input into academic resource allocation and student number planning, working to the Head of College and closely with the Director of College Administration, including input into the processes for the setting and

review of recruitment targets across the College, and working with colleagues to establish effective recruitment strategies and monitoring systems.

- Lead an effective framework for quality assurance and enhancement, which delivers continuous improvement, a focus on meeting agreed University and College KPIs and aligns with the requirements of the Office for Students. This includes oversight of course validation and review processes on behalf of the College and ensure high quality outcomes, with oversight of the preparations for all external review and audit activities for higher and further education
- Collaborate with the Teaching and Learning Exchange, Associate Deans and College colleagues, to lead on the development and delivery of strategies for learning and teaching, retention and achievement, and improving the student experience.
- Have oversight of staff development activities within the College to ensure the delivery of strategic priorities.
- Oversee and develop the operation of the College's academic governance structures.
- Be a member of the College Executive Team.
- Represent the College on the University Academic Planning Sub-Committee (APSC) and Academic Quality Sub-Committee (AQSC), and to deputise for the PVC in relation to academic strategy, including attendance at Executive Boards as required.

Further duties and responsibilities are outlined in the detailed job description.



DEAN OF ACADEMIC STRATEGY

Person Specification



Specialist Knowledge and Qualifications

- Postgraduate qualification, or practice equivalent, in art or design.
- Recognised as an authority in their subject or profession
- A demonstrable knowledge of past and present organisations and trends in UK and global art and design.
- A demonstrable knowledge of academic provision, trends and issues in Universities, both national and global.
- A demonstrable knowledge of one or more fields in art and design research, and the mechanisms for managing and funding researchers.
- Knowledge of commercialising art and design education for income generation purposes.

Relevant Experience

- A substantial record of teaching, research and/or professional practice in an art or design discipline,
- Experience of developing new curricula and other academic initiatives.
- Experience of shaping and influencing developments within college/ organisation.
- Experience of managing complex human, financial and physical resources.

Communication Skills

- Communicates in a compelling and fluent way, including with influential external partners. Adapts the style and message to a diverse internal or external audience in an inclusive and accessible way.

Leadership and Management

- Motivates and leads effectively, including promoting collaboration across formal boundaries.
- Works collaboratively with other colleagues in shaping a coherent vision.

Research, Teaching and Learning

- Applies innovative approaches in leading academic programmes, teaching, learning or professional practice to support excellent teaching, pedagogy and inclusivity.

Professional Practice

- Contributes to advancing professional practice/ research or scholarly activity in own area of specialism

Planning and managing resources

- Effectively plans and manages operational activities or large projects to achieve long term objectives

Teamwork

- Builds effective teams, networks or communities of practice and fosters constructive cross team collaboration

Student experience

- Makes a significant contribution to improving the student to promote an inclusive environment for students, colleagues and external partners

Creativity, Innovation and Problem Solving

- Identifies innovative solutions to problems to bring a wider benefit to the organisation

DEAN OF ACADEMIC STRATEGY

Terms and Application Process



Terms & Conditions

- A competitive salary plus 39 days annual leave plus Bank holidays.
- Membership of one of our defined benefit pension schemes.
- Interest-free season ticket loan
- Child-care vouchers
- An appropriate relocation package may be available as part of the appointment arrangements.

We aim to be an equal opportunities employer embracing diversity in all areas of activity and we are working actively to increase representation among academic staff of people from black, Asian and minority ethnic backgrounds, people who are LGBTQ+, people with a disability, or learning difference, from different nations and regions, or from a less advantaged socio-economic background.

Appointment to this post will be subject to appropriate checks, including necessary statutory checks such as proof of right to work in the UK, Disclosure and Barring Service checks, a satisfactory health check and other due diligence checks.

How to apply

Applications should consist of a CV, accompanied by a brief covering letter (max 2 sides of A4) addressing the criteria in the Person Specification, and explaining your interest in, and suitability for, the role.

The deadline for receipt of applications is midday (GMT) on Monday 28th September using the [UAL application portal](#) and pressing the APPLY button at the bottom of the page.

Shortlisted candidates will be invited to interview in w/b 5th October. The interviews will happen remotely using Teams.

Questions about the role and appointment can be addressed directly to Head of College, Jeremy Till, contacting in the first instance the College Executive Officer, Kate Wood Hill on k.woodhill@csm.arts.ac.uk

