



Appointment of
DEAN OF ACADEMIC PROGRAMMES

FOREWORD



Working at the Ceramics Workshop © John Surroek

Thank you for your interest in the role of Dean of Academic Programmes at Central Saint Martins.

It is a crucial time for Central Saint Martins and the University of the Arts London where the values of climate, social justice, and anti-racism must underpin everything we do. These conditions, emphasised in the [UAL Strategy \(2022-2032\)](#) set urgent challenges but also the potential for us, as a creative practice institution, to reflect collectively on *what* and *how* we do.

Central Saint Martins has a long legacy of engaging with the global debate about the arts, performance and design, and their role in societal transformation. We believe that creativity has a

strong contribution to make to address global challenges and aim to empower our graduates to be changemakers and leading practitioners in their field. In order to do this, we must practice the values we want to see in the world by reimagining and regenerating creativity's purpose whilst centering an inclusive, equitable student and staff experience at the heart of our mission.

We hope you will consider joining our creative community and find what you need to know in this application pack. Should you wish to discuss your application, please contact me via Marion Eastwood: marion.eastwood@csm.arts.ac.uk

Rathna Ramanathan, Head of Central Saint Martins and Pro-Vice Chancellor, UAL

THE UNIVERSITY

A Global University

For the fourth year running, University of the Arts London is the world's second University for Art and Design in the QS World University Rankings © 2022. 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. Our diverse and talented community comprises over 5,000 academic, professional, and technical staff. Together we are committed to social purpose. This includes creating a better and more sustainable world and championing race equality.

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



Central Saint Martins © Jeremy Till

Our students and research

With more than 21,000 students from over 130 countries (49% of whom are from outside the UK, with an average of 30% 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. It has a vibrant research culture across its six Colleges, with University Research Centres and Institutes which lead innovative research and disseminate this through

exhibitions, publications, conferences, festivals and workshops.

In Research Excellence Framework (REF) 2021 UAL was the top institution for Art and Design research, leading for the size and quality of its REF submission, with 85% of research graded at world-leading (4*) or internationally excellent (3*). 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 an Executive Board, chaired by President and Vice-Chancellor, James Purnell, and governed by a Court of Governors, chaired by David Isaac.

CENTRAL SAINT MARTINS



Gabriella Engdahl, Normal World © Alessandro Filizzola

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, design and performance 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



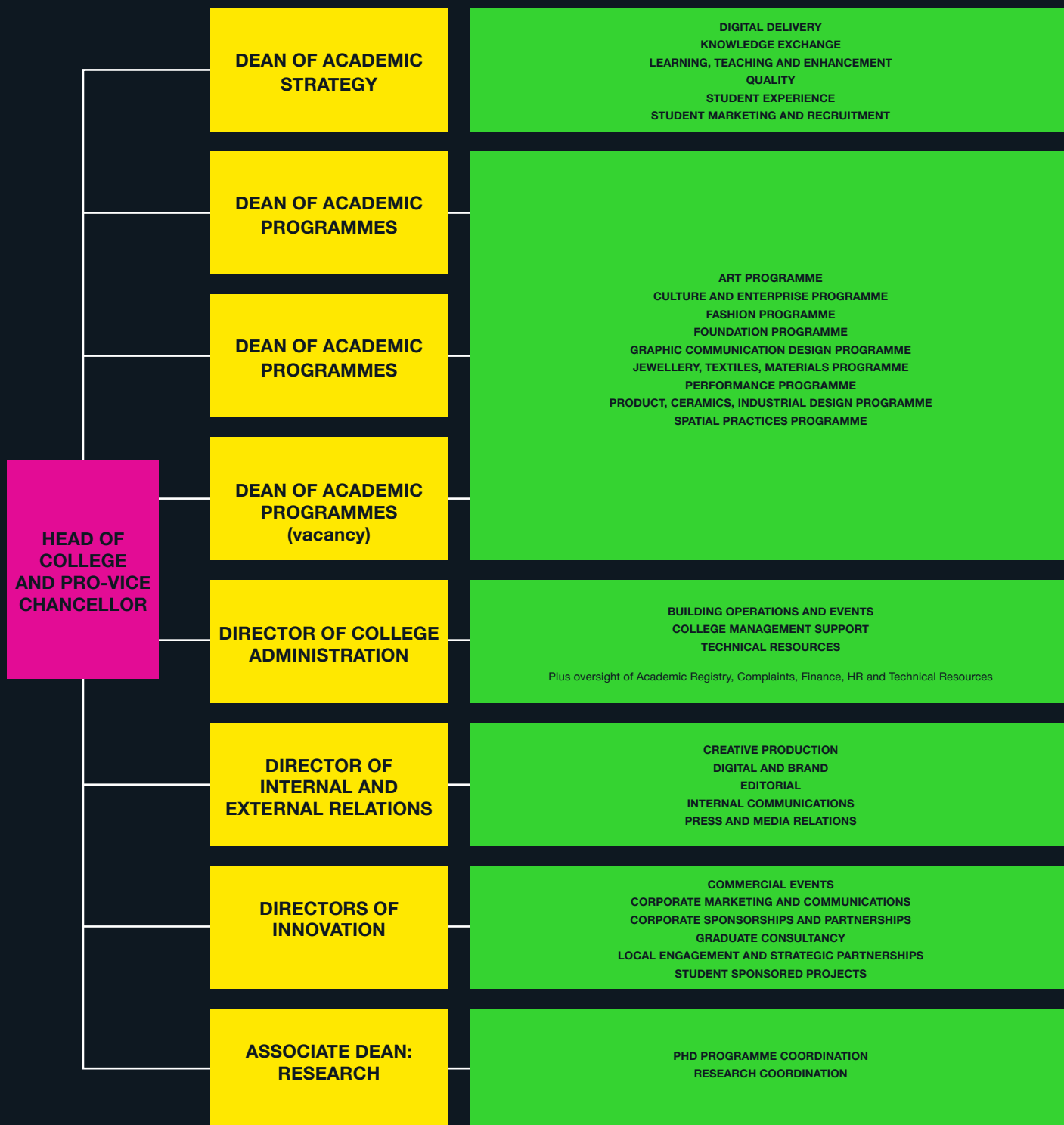
Work in Progress, 2017 © John Sturrock

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 PROGRAMMES

Role



Diana Tiso and her seaweed flower pots © Alys Tomlinson

University of the Arts London is seeking a dynamic, strategic and experienced academic to join Central Saint Martins as the Dean of Academic Programmes. This is a unique opportunity to help shape the future of education at one of the world's most influential creative arts institutions.

The college has ambitious plans in developing new courses and methods of delivery and the Dean will play a key role in the design and initiation of this plan and in the continuous embedding of research, knowledge exchange and innovation within the curriculum. The Dean will work closely with the Dean of Academic Strategy and other Deans of Academic Programmes to develop our programmes and new courses.

The Dean will provide academic and managerial leadership to the programmes under their remit, ensuring that they deliver an outstanding

education to our students and leading on student outcomes and experience. The Dean will lead the development and delivery of curriculum, ensuring that all learning and teaching is supported by appropriate and effective digital and physical learning environments. They will build and maintain an academic environment that promotes outstanding research, creative practice and public-facing knowledge exchange.

The Dean will be responsible for managing academic and support teams as well as the management of resources allocated to the programmes. You will fully participate in the operational and strategic development processes for the College, advising the College's Executive Group on the ways in which the programme portfolio articulates and collaborates with other Programmes, Schools and Colleges in the University, as well as with other national and international institutions.

DEAN OF ACADEMIC PROGRAMMES

Job description

Purpose of Job

The Dean of Academic Programmes plays a vital role in the academic culture, organisation and profile of Central Saint Martins overseeing a vibrant, inclusive, and high-quality student experience. The role is both internal facing in relation to academic programmes and courses, and external facing in developing collaboration and partnerships with external bodies, the full range of industries related to the College's disciplines, and academic and professional networks.

The role provides dynamic and delivery-focused academic leadership and operational management of arts and design academic programmes at Central Saint Martins and contributes to the strategic development of the College and University. The Dean will be involved in the development of strategy, policy and operations at College and University level through membership of committees and working groups.

The post holder will be accountable to the PVC/ Head of College and will be a member of the College Executive Group. It is likely, but not necessary, that the Dean's own practice and academic background are associated with one of the programme areas at Central Saint Martins.

Additional College Purpose

It is essential that the Dean can think dynamically and entrepreneurially about the future of arts and design education within the College and is able to align and motivate staff at all levels to achieve the University's and College's strategic ambitions.

Duties and Responsibilities

Management

- ▶ To provide academic and managerial leadership for a world-class student experience, delivering effective management to the academic and support teams in academic programmes, within a culture of inclusivity.
- ▶ To fully participate in the Operational and Strategic Development processes for the College, having key input relating to student number planning and resource requirements, both human and physical, to support the College's curriculum offer.
- ▶ To advise the College's Executive Group and Management Team on the ways in which the

academic and disciplinary portfolio articulates and collaborates with other academic programmes in the College, as well as with other Colleges in the University, other national and international institutions.

- ▶ To manage and optimise the use of all resources allocated to the academic programmes, working within budget at all times, and to conduct all financial matters associated with the role in accordance with the University's policies and procedures, as laid down in the Financial Regulations.
- ▶ To line manage staff attached to the academic programmes.
- ▶ To chair Board of Studies associated with the programmes, in order to foster and promote the highest academic and pedagogic standards, internal academic development, discussion and communication.
- ▶ To hold responsibility for day-to-day staff and student discipline.
- ▶ To have responsibility for staff development and staff professional practice (in collaboration with the Dean of Academic Strategy).
- ▶ To be a member of the College Executive Team.

Curriculum and Student Related

- ▶ To develop a progressive course portfolio for the College that will position academic programmes as a global leader for art and design education in related subject areas.
- ▶ To be responsible for the ongoing promotion and development of the curriculum offer within the portfolio of academic programmes. A specific focus will be to ensure that courses continue to be at the forefront of educational and subject development in their area, and they are cognisant of professional and educational advancements within the arts, design and creative industries.
- ▶ To be responsible for the development of new courses and the operation of the existing programmes of work, and to achieve the highest possible academic standards for courses. This includes the oversight of academic curriculum validation and review processes for new and existing courses, and for the maintenance of quality procedures for the College's curriculum offer.

DEAN OF ACADEMIC PROGRAMMES

Job description

Duties and Responsibilities (contd.)

- ▶ To positively promote an excellent student experience, evidenced through the National Student Survey return, to ensure that the student learning experience is at the forefront of curriculum development.
- ▶ To have responsibility for student progression opportunity, ensuring the curriculum offer prepares students for progression from undergraduate study through to the postgraduate curriculum offer. This includes the provision for academic staff to fully network and liaise to ensure curriculum content supports student progression opportunities.
- ▶ To facilitate and promote the development of new approaches to learning and teaching, incorporating the identification, implementation and dissemination of evolving and innovative quality learning and teaching practice.
- ▶ To work in close collaboration with the College's Associate Dean: Learning, Teaching and Enhancement, ensuring that academic programmes are fully engaged in teaching and learning practices that positively address the needs of the diverse student body.
- ▶ To chair and to have overall responsibility for all Examination Boards for academic programmes, ensuring the maintenance of academic standards and the rigour, consistency, and transparency, for examination and assessment practices undertaken within the programmes.
- ▶ To be familiar with debates and research relating to decolonising the curriculum and awarding gaps within the HE Sector.

Research and Knowledge Exchange

- ▶ To contribute to the research and knowledge exchange profiles of the College and the University and to continue to develop professional practice.
- ▶ To foster the development of a strong and progressive research and knowledge exchange culture amongst all academic staff attached to the programmes, and in collaboration with the College Executive Group and Associate Deans of Research and Knowledge Exchange, to cultivate a research and knowledge exchange focused dialogue between staff.
- ▶ To increase the income-generating profile of

the College's academic portfolio through student sponsored projects, graduate consultancy, scholarships, direct sponsorship, and other means.

- ▶ To maintain an involvement in teaching/knowledge exchange/ professional practice/ research.

External Relationships

- ▶ To be responsible for developing strategic links with industry networks, through fostering key relationships with industry to positively promote and support the work of the College. This work to include the College's participation in joint project work with industry partners.
- ▶ In collaboration with the College Head of International, to develop strong partnerships and networks with appropriate national and international academic institutions, and with a broad range of industry partners from the global creative industries.

Other Duties

- ▶ The Dean will also undertake such other duties as may be defined by the Pro Vice-Chancellor/ Head of College.
- ▶ To perform such duties consistent with your role as may from time to time be assigned to you anywhere within the University.
- ▶ To represent the College through membership of University committees, and engage with University colleagues and projects to foster collegiate dialogue and cooperation as and when appropriate.
- ▶ To undertake health and safety duties and responsibilities appropriate to the role.
- ▶ To work in accordance with the University's Staff Charter and Dignity at Work Policy, promoting equality diversity and inclusion in your work.
- ▶ To undertake continuous personal and professional development, and to support it for any staff you manage through effective use of the University's Planning, Review and Appraisal scheme and staff development opportunities.
- ▶ To make full use of all information and communication technologies in adherence to data protection policies to meet the requirements of the role and to promote organisational effectiveness.

DEAN OF ACADEMIC PROGRAMMES

Job description

Duties and Responsibilities (contd.)

- ▶ To conduct all financial matters associated with the role in accordance with the University's policies and procedures, as laid down in the Financial Regulations.
- ▶ To personally contribute towards reducing the university's impact on the environment and support actions associated with the UAL Climate Action Plan.

Key Working Relationships

- ▶ Pro Vice-Chancellor/Head of College.
- ▶ College Executive Group and College Strategy Group members.
- ▶ Deputy Vice-Chancellor (Education)
- ▶ Programme Directors, Course Leaders, and programme management teams.

- ▶ University Deans and Associate Deans.
- ▶ Managers and other staff, and external industry and community partners, suppliers with whom regular contact is required

Specific Management Responsibilities

- ▶ Responsibility for managing Programme budgets, including staffing costs, non-staffing costs.
- ▶ Direct line management of Programme senior leadership (6-8 direct reports).
- ▶ Equipment, accommodation as appropriate.



Future Fossils © Kavya Sharma

DEAN OF ACADEMIC PROGRAMMES

Person Specification

Specialist Knowledge/ Qualifications

- ▶ Postgraduate qualification in an art, design or creative industries discipline.
- ▶ PhD in subject area is desirable.
- ▶ Recognised as a leading authority in their subject or profession with widespread public or professional recognition within their institution and amongst external peers based on demonstrated expertise.
- ▶ A demonstrable knowledge of organisations and past and present trends in the UK and global art, design, and creative industries.
- ▶ A demonstrable knowledge of academic provision, trends, and issues in Universities, both national and global, and is informed of the particular features of art and design related courses at FE/HE/PG level.
- ▶ A demonstrable knowledge of one or more fields of art and design practice and research and/or knowledge exchange, and the mechanisms for managing and funding researchers and/or knowledge exchange academics.
- ▶ Knowledge of commercialising art and design education, facilities, and research 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 teaching and leadership in a Higher Education Institution.
- ▶ Significant experience in scenario planning, change and risk management, and setting and implementing strategy.
- ▶ Experience of formulating the strategic direction and influencing developments within college/ organisation through own contribution to area of expertise.
- ▶ Experience of managing complex human, financial and physical resources.

Communication Skills

- ▶ Ability to communicate in a compelling and influential manner.
- ▶ Adapts style and message to a diverse internal or external audience in an inclusive and accessible way.

Leadership and Management

- ▶ Motivates and leads effectively, setting the direction of one or more functions and promoting collaboration across formal boundaries.
- ▶ Works collaboratively with colleagues in shaping a coherent vision.
- ▶ Experience of effective performance management.

Research, Teaching and Learning

- ▶ Applies innovative approaches in leading academic programmes, teaching, learning or professional practice to support excellent pedagogy and inclusivity.
- ▶ Applies own research and/or knowledge exchange to develop learning and assessment practice.
- ▶ Familiar with debates and research relating to decolonising the curriculum and awarding gaps within the HE Sector.

Professional Practice

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

Planning and managing resources

- ▶ Effectively plans, prioritises and manages complex projects or activities to achieve long term strategic objectives.
- ▶ Has a real 'can do' approach to achieving desired outcomes.

Teamwork

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

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Person Specification

Student experience or customer service

► Makes a significant contribution to improving the student or customer experience to promote an inclusive environment for students, colleagues or customers.

Creativity, Innovation and Problem Solving

► Initiates innovative solutions to problems which have a strategic impact.

The application form sets out a number of competence questions related to some of the selection criteria. Shortlisting will be based on your responses to these questions. Please make sure you provide evidence to demonstrate clearly how you meet these criteria.



DEAN OF ACADEMIC PROGRAMMES

Terms and Application Process



Rochelle Saunders in the studio © Alys Tomlinson

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
- ▶ 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 Thursday 22nd June using the [UAL application portal](#) and pressing the APPLY button at the bottom of the page.

Shortlisted candidates will be invited to interview by Tuesday 27 June. The interviews will happen in person in the week of 4 July.

Questions about the role and appointment can be addressed directly to the Pro-Vice Chancellor and Head of College, Rathna Ramanathan, contacting in the first instance, PA to the Executive Team, Marion Eastwood: marion.eastwood@csm.arts.ac.uk