



Dean of Academic  
Strategy,  
Central Saint Martins  
**Candidate Pack**  
November 2018

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## University of the Arts London

### Dean of Academic Strategy, Central Saint Martins

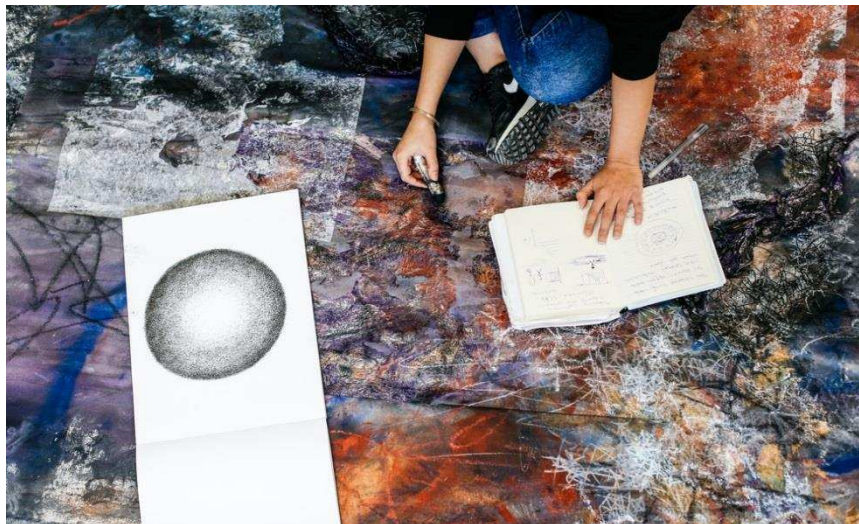
#### Executive Summary

University of the Arts London is the world's sixth best university for Art and Design in the QS World University Rankings® 2018. 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.

Central Saint Martins' DNA is inherited from two ground breaking arts and design schools: St Martin's School of Art and the Central School of Arts and Crafts. Evolved from their Arts and Crafts beginnings, both educational institutions developed radical creative practises and progressive social values in education. From the legacies of the two schools and their merger in 1989 to create Central Saint Martins (later joined by Byam Shaw School of Art and Drama Centre London) they have a long history of artists and designers who have challenged and shaped the world around them, from Edward Johnson and Terence Conran to Gilbert and George. Among their alumni are Turner Prize and Oscar Winners, Royal Academicians, a large number of Royal Designers for Industry, as well as innovators transforming the fashion world, many of whom have received prestigious awards and accolades.

They are now seeking to appoint a Dean of Academic Strategy to work closely with the Deputy Vice Chancellor (Academic) and Pro Vice Chancellor/Head of College to ensure the College academic strategy and operational plan is aligned to UAL strategic objectives.

Candidates will be a leading authority in their subject or profession with widespread public or professional recognition within their institution alongside possessing demonstrable knowledge of past and present organisations and trends in the UK and global art and design, and their relationship with government policy.



## Organisation

The University is made up of six renowned Colleges, each with its own world-class reputation. Their state of the art facilities include workshops with letterpress machinery, studio theatres and gallery space, as well as libraries and archives for research into hundreds of years of the greatest artists and designers. The six constituent Colleges are as follows:

- **Camberwell College of Arts:** Camberwell offers courses in fine art, design and conservation. 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. Its reputation is based on its graduates' achievements and the creative energy of staff and students;
- **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 has a range of fine art, theatre and screen design courses. It encourages practical experimentation as a way to learn the skills needed for a successful career in the arts.

The University has launched the careers of many creative and cultural leaders, for example:

- over half of all Turner Prize winners since its inception in 1984 are UAL alumni or current staff;
- 36 of the 77 Royal Academicians are UAL alumni, serving or former staff;
- almost two thirds (62%) of the recipients of British Designer of the Year are UAL alumni;
- 14% (20) of the current Royal Designers for Industry are UAL alumni;
- over half of the fashion designers that showed at London Fashion Week A/W 2016 are UAL alumni;
- multiple winners in the most prestigious art and design awards: from the BP Portrait Award; Jerwood Prize; Taylor Wessing Photographic Portrait Prize; Minerva Medal; BAFTAs, Golden Globes and Oscars.

## Strategic Plan

The University has launched 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.

Learn more about UAL's four strategic areas via the links below:

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

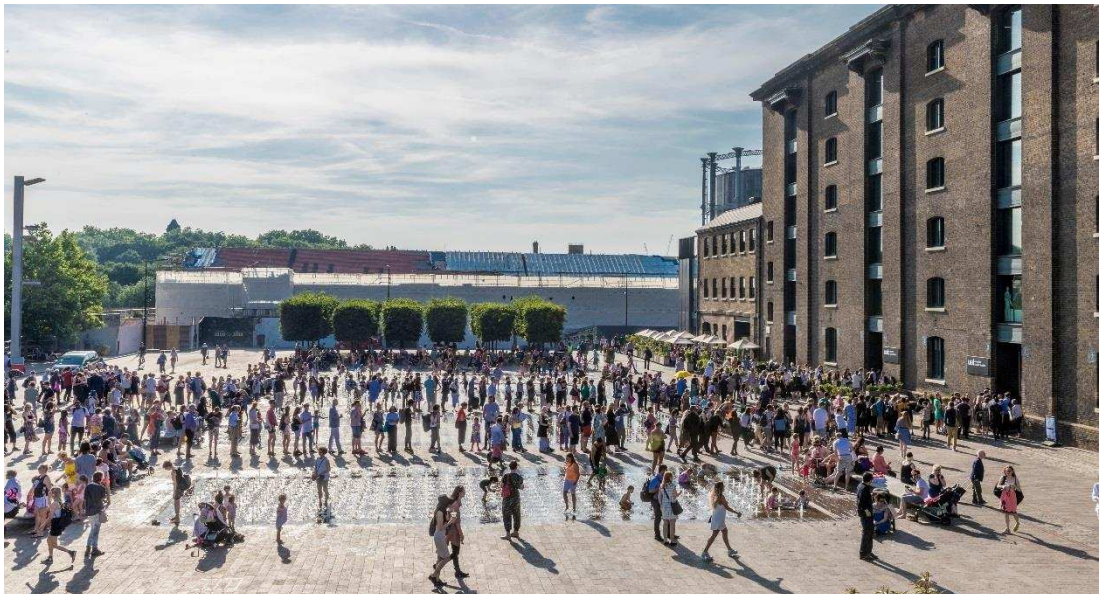




## Central Saint Martins

Central Saint Martins believes that art and design has a responsibility to engage with the social and political contexts in which work is made. Creativity has no utility if restricted to the studio or the academy. It is in the public sphere where it finds its power. Art and design are therefore often seen at CSM as vehicles for protest, comment, community engagement and societal change. They also have very strong links with industry, with many global brands working with its students and staff to develop ideas and concepts for the future. This combination of public and industry engagement makes them world leaders for art and design in knowledge exchange.

Housing a broad sweep of disciplines under one roof in their multi-award winning building encourages creative generosity and collaboration. Their location at the heart of the ongoing development of King's Cross only increases the need to open its doors, metaphorically and physically to the world. They may be an international organisation, but they are also a local one; art and design happenings appear on their doorstep, national events like Design Junction and The Big Draw take up residence alongside public design consultations to improve local council services.









## **Role Description**

Working to the Pro Vice Chancellor/Head of College, the Dean of Academic Strategy will seek to provide leadership of the delivery and development of the Academic Strategy and academic aspects of the Annual Operating Plan in the College, and work closely with the Deputy Vice Chancellor (Academic) and Pro Vice Chancellor to ensure the College academic strategy and operation is aligned to UAL strategic objectives. This will include:

- leading 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;
- having 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;
- leading 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 ensuring high quality outcomes, with oversight of the preparations for all external review and audit activities for higher and further education;
- collaborating 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;
- having oversight of staff development activities within the College to ensure the delivery of strategic priorities;
- overseeing and developing the operation of the College's academic governance structures;
- being a member of the College Executive Team;
- representing the College on Academic Planning Sub-Committee and Academic Quality and Standards Committee, and to deputise for the PVC in relation to academic strategy, including attendance at Executive Boards as required.

## ***Additional College Duties and Responsibilities:***

- supporting the Head of College and College Executive Board in the development of the college academic portfolio.

## ***In addition, the responsibilities of the post holder will include:***

- maintaining an involvement in professional practice/research;
- maintaining an understanding of national development in academic regulations and Office for Students requirements;
- playing a full part in University, national and international developments and events relating to subject and sector initiatives;
- representing the College and Pro Vice-Chancellor as required;
- undertaking such other duties as may be defined by the Pro Vice-Chancellor;

- performing such duties consistent with your role as may from time to time be assigned to you anywhere within the University;
- undertaking health and safety duties and responsibilities appropriate to the role;
- working in accordance with the University's Equal Opportunities Policy and Diversity Policy and the Staff Charter, promoting equality and diversity in your work;
- contributing towards reducing the university's impact on the environment and support actions associated with the UAL Sustainability Manifesto (2016-2022);
- undertaking 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;
- making 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;
- conducting all financial matters associated with the role in accordance with the University's policies and procedures, as laid down in the Financial Regulations.





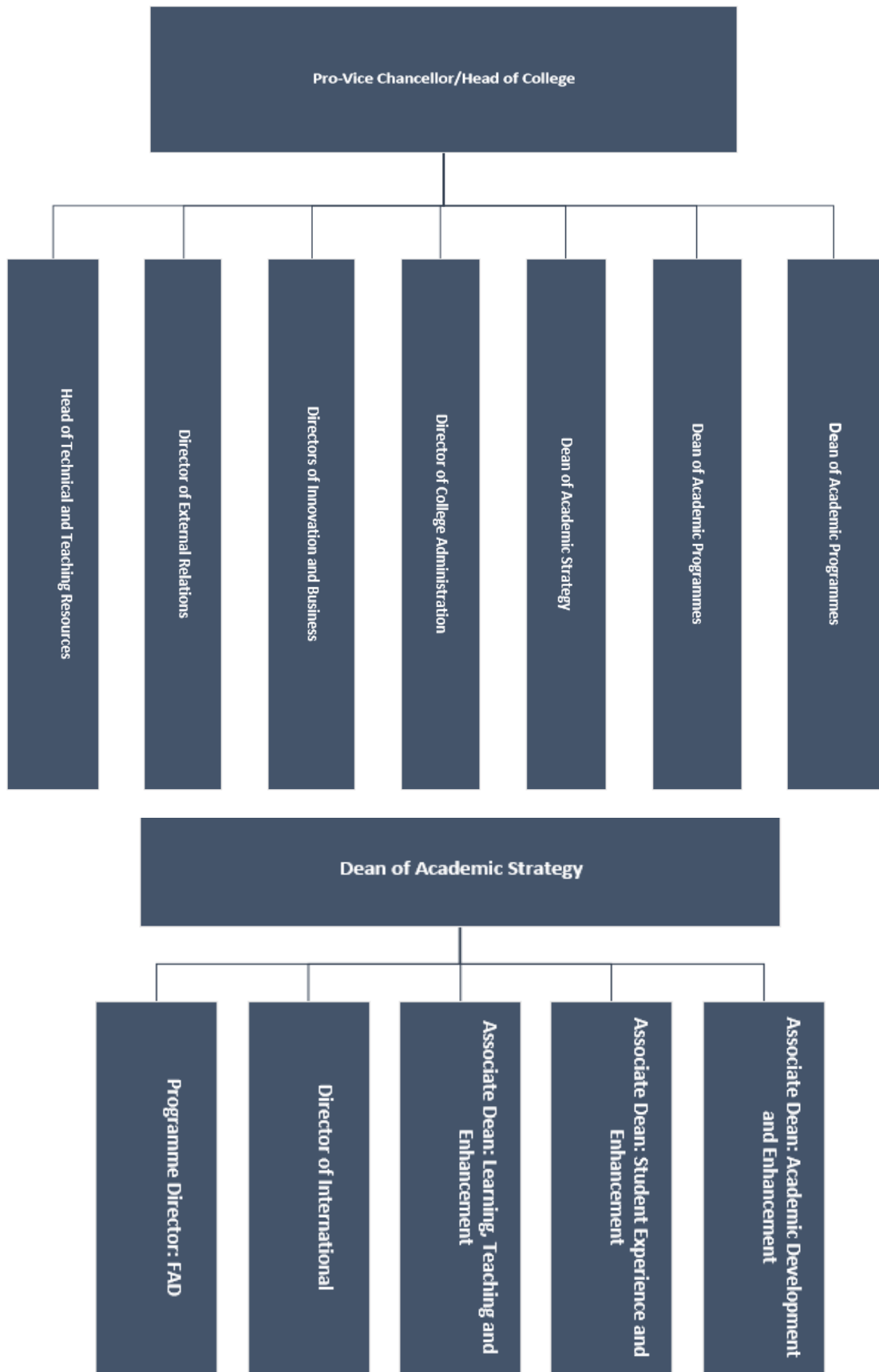
## Person Specification

The successful candidate will be expected to demonstrate evidence of the following skills, capabilities and experience:

- a Post Graduate qualification, or practice equivalent, in art or design;
- a demonstrable knowledge of past and present organisations and trends in UK and global art and design, and their relationship with government policy;
- substantial record of teaching, research, knowledge exchange, and/or professional practice in an art or design discipline;
- applies innovative approaches in leading academic programmes, teaching, learning or professional practise to support excellent teaching, pedagogy and inclusivity;
- experience of managing complex human, financial and physical resources in addition to quality assurance and enhancement activities and processes;
- experience of effective performance management;
- a demonstrable knowledge of one or more fields in art and design research and/or knowledge exchange, and the mechanisms for managing and funding researchers and/or knowledge exchange academics;
- experience of initiating and leading on strategic developments, including the development of academic strategy in a complex context;
- experience of shaping and influencing developments within college/ organisation;
- a demonstrable knowledge of academic provision, trends and issues in Universities, both national and global;
- is 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;
- ability to communicate in a compelling and influential way, through adapting the style and message to a diverse internal or external audience in a manner that is inclusive and accessible;
- motivates and leads effectively, setting the direction of one or more function and promoting collaboration across formal boundaries;
- applies own research and/or knowledge exchange to develop learning and assessment practice;
- contributes to advancing professional practice/research or scholarly activity in own area of specialism;
- effectively plans, prioritises and manages complex projects or activities to achieve long term strategic objectives;
- builds effective teams, networks or communities of practice and fosters constructive cross team collaboration;
- makes a significant contribution to improving the student or customer experience to promote an inclusive environment for students, colleagues or customers;
- initiates innovative solutions to problems which have a strategic impact.



Organisation Chart





## Appointment Details and How to Apply

University of the Arts London is being assisted in this appointment process by the executive search firm Society.

Applications should consist of a CV, accompanied by a brief covering letter addressing the criteria in the Person Specification. To upload these documents via Society's website, click [here](#).

The deadline for receipt of applications is midday (GMT) on Thursday, 29 November 2018.

An initial longlist of candidates will be invited to have more in-depth conversations with Society during the week commencing 3<sup>rd</sup> December and 10<sup>th</sup> December.

Shortlisted candidates will be invited to interview with University of the Arts London in January 2019.

An appointment will be made subject to receipt of satisfactory references. The appointed candidate will be offered a salary that is commensurate with their experience and the seniority of their new role.

