

ual



President and Vice-Chancellor
University of the Arts London

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A message from the Chair of Governors

Dear applicant,

Thank you for your interest in the role of President and Vice-Chancellor of University of the Arts London.

Formed of six Colleges, each with its own distinct profile and illustrious history, UAL today is internationally recognised as the world's pre-eminent provider of undergraduate art and design education, as evidenced by our ranking of 2nd globally in the QS World Rankings for the second year in a row. Our scale and reputation enable us to take a leading role in the creative economy in the UK, Europe and beyond, and we actively influence global cultural debates through the diversity and international reach of our staff, students, and alumni. At our core is our commitment to our students and ensuring sector-leading outcomes for their education, as well as a fundamental belief in the value that the diversity of the creative arts and its practitioners offers to all levels of society.

Under the leadership of our outgoing Vice-Chancellor, Sir Nigel Carrington, UAL has consistently strengthened academically, organisationally and financially, and we are now recognised as a considerable "voice" and advocate for creative industries education. Significant investment in our estate has resulted in the transformation of several of our College sites, and with the ongoing capital and relocation programmes for London College of Fashion to the East Bank development in Stratford, and London College of Communication and core University services to a new site in Elephant and Castle, UAL continues to position itself at the heart of some of London's most vibrant and emerging cultural quarters.

There are a number of cultural, financial and political challenges facing higher education institutions in the UK and globally, and UAL has performed impressively against the majority of these. However, given the issues now posed by the Covid-19 pandemic, the newly titled President and Vice-Chancellor will be taking on responsibility for the institution at a testing time.

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Despite our robust financial performance, the high proportion of overseas students at UAL – of which we are justifiably proud – leaves us potentially vulnerable in the current circumstances, and we continue to drive change to enhance the experience of all students. In financially challenging times, it will be more important than ever to continue our diversification of income through innovative partnerships, new models of delivery for education, industry engagement and philanthropy.

The next President and Vice-Chancellor will therefore need to bring a progressive vision, passion and purpose to meet these and further challenges, not just in response to the pandemic but for the longer-term sustainability and positioning of the University. The staff and students at UAL have responded to the changes necessitated by the situation with admirable speed and agility, and I look forward to working with our next leader to turn these challenges into the potential opportunities for innovation and development that undoubtedly exist for such a successful and internationally-recognised higher education institution.

We look forward to hearing from you.

David Isaac CBE

Chair of the Court of Governors

The University of the Arts London

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UAL is a world-leading university for teaching and research in the fields of arts, design, performance, fashion and communication, offering a learning environment in which originality is recognised, difference is respected and excellence is pursued, with a unique range of courses which nurture creative potential from across the world. For the last two years, we have been ranked number two in the world for Art and Design in the QS World University Rankings. Our values centre on social justice and environmental stewardship and we strive to actualise them through our teaching and research.

Even more profoundly, we embody the values that define us in how we conduct our operations, and how we organise our living and working space. UAL's intellectual and creative community is enriched by the imagination, energy and skills of our staff, students, alumni and of the many academics from other institutions who work closely with us each year.

Our alumni enter creative employment rapidly, achieve early recognition and become influential names in arts, design, fashion, communication,

media and performance.

Just under half the 80 Royal Academicians are UAL alumni; many others are serving or former staff. Our alumni are heavily represented in the most prestigious art and design awards and include multiple winners of the BP Portrait Award; Jerwood Prize; Taylor Wessing Photographic Portrait Prize; Minerva Medal; BAFTAs; Golden Globes; and the Academy Awards. UAL staff and alumni have won the Turner Prize 18 times in the 35 years since its inception, have featured in 18 shortlists and have accounted for over half of all nominees. UAL alumni make up half the recipients of the British Designer of the Year and over half the fashion designers showing during most London Fashion Weeks. Seven have won the Prince Phillip Designers Prize. Nearly a third of the 144 Royal Designers for Industry are from UAL. Both winners of the Queen Elizabeth II Award for British Design trained at UAL.

We respect and encourage the academic freedom of our staff and the natural curiosity of our students. Through that close partnership we foster an innovative, enterprising culture through which our values and commitments can be advanced.

The University of the Arts London

A collegiate university

UAL is a single corporate entity and a special collegiate: 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.

We also have three cross-institutional interdisciplinary institutes, driving collaborations, knowledge exchange and research-driven projects through partnerships across UAL, and beyond:

- Creative Computing Institute, exploring the technology shaping our world and prepares a new generation of talent to shape it;
- Social Design Institute, using research insights to change how designers and organisations design;
- Decolonising Arts Institute, seeking to challenge colonial and imperial legacies and drive social, cultural and institutional change.

The University's Colleges are:

- Camberwell College of Arts
- Central Saint Martins
- Chelsea College of Arts
- London College of Communication
- London College of Fashion
- Wimbledon College of Arts



The University of the Arts London

Education and employability

With over 20,000 students and 5,000 staff, and an annual budget of circa £321 million, the University of the Arts London is Europe's largest specialist arts and design university. The University promotes creativity and intellectual excellence in an organisational culture which helps talented staff and students to develop and enhance their abilities and ideas.

UAL's inspiring teaching faculty is made up of professional artists, practitioners, designers, technicians, critics and theorists, all on hand to deliver cutting-edge programmes and courses.

Our 20,510 students study on 252 accredited courses in art and design. These cover all levels of study, from foundation diplomas and undergraduate degrees through to postgraduate taught and research degrees. UAL also makes a vital contribution to the ongoing health of the specialist sector through the provision of pre-degree creative arts qualifications through our Ofqual-approved UAL Awarding Body, which awards specialist qualifications to 51,000 students across the UK in creative disciplines, including Foundation in Art and Design, working with 213 centres across the UK.

UAL also delivers an extensive range of non-accredited short courses and study programmes. UAL Short Courses Ltd taught 18,545 students on a record 1,810 courses in 2019, covering everything from fashion design to practical metal working. UAL Language Centre delivers an innovative range of hybrid arts and language courses – English Plus, with a summer Pre-sessional Academic English programme that secures over 700 international full-time UAL students annually, and Study Abroad's diverse range of programmes welcomes over 900 students from over 60 countries each year.

UAL has a dedicated focus on careers and employability, and we offer high quality external engagement experiences for students as part of our taught courses. We actively support our students to win opportunities in the creative industries and we have numerous strategic partnerships across industry, business and the community. UAL was recently ranked in the top 15 universities in the UK for industry connections. According to the Teaching Excellence Framework (TEF) metrics for 2019, over 92% of full-time undergraduate students were in work or further study after graduation, 71.3% of which are in graduate-level/highly-skilled employment.

International students from 130 countries form 41% of our student body, with a further 15% drawn from EU27 countries. The multinational experience within our colleges is a key reason for the success of our alumni on the international stage and our strength in graduate employment across all student groups. UAL has agreements with 250 international institutions under which students study at UAL as part of exchange, Study Abroad, or through government sponsorship programmes. UAL is among the leading UK institutions for those staff and students using the Erasmus scheme, which provides opportunities to study or work in another European country.



The University of the Arts London

Research and knowledge exchange

The University works to provide a bridge between the educational world and professional practice, and to serve the creative industries. It combines pursuit of academic excellence with close engagement with its business, creative and cultural partners.

Our academics play a prominent role in the UK's creative culture, with research that enhances public understanding of major issues and benefits the creative and cultural industries.

The University has a vibrant research culture across its six colleges. Research Centres and networks operate across the University, providing a focus for excellent research in identified areas of strength. They support groups of researchers in a range of activities that extend beyond the remit of individual projects, creating an environment where debate can flourish, providing a sound foundation for future work. UAL also has a number of hubs and networks providing support and creative collaboration to UAL researchers and the wider research community.

UAL aims to play a significant part in the response to environmental and social challenges including climate change, sustainability, migration, social justice, wellbeing and inclusive economies. The key research themes across UAL are:

- Living with environmental change
- Lifelong health and wellbeing
- Digital futures
- Community resilience

UAL performed well in the 2014 Research Excellence Framework, with 83% of the research submitted graded as "world-leading" and "internationally excellent". This places UAL in the top 30 UK research institutions for the quality of research submitted.

We offer theoretical and practice-based research programmes, leading to an MPhil or PhD, and there are currently 240 research students at UAL.

UAL aims to enable UK businesses to make creative and innovative application of a variety of emerging technologies. The University was selected by Research England as a pilot institution for the Knowledge Exchange Framework, as a top 30 UK higher education institution in this area.

Our students continue to have significant impact in the creative industries. We delivered creative innovation services to over 165 businesses – approximately 25% of which were SMEs and we can boast the second highest number of graduate start-ups in the UK.

The University's impact and engagement extends to the global stage through its international student body, and our partners include cities, universities, industry and community organisations. Our first ever city partnership, signed with the Mayor of Bilbao, typifies this approach.

For more information, please visit:

www.arts.ac.uk/research

Estate

A global cultural and creative centre, London is at the heart of our six Colleges. At our multiple sites across the city, 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.

UAL has two major campus delivery projects planned over the next five years. The first, scheduled for completion in 2023, will provide purpose-built facilities for London College of Fashion at the Queen Elizabeth Olympic Park in Stratford as part of the East Bank development that will include leading universities, cultural institutions, businesses and spaces for artistic, academic and civic activity. The second will see London College of Communication, and the core University services, relocate to a site adjacent to the College's existing location at Elephant and Castle, part of the wider £3 billion regeneration of this area. Both projects will position UAL as a key element of emerging cultural quarters across this most dynamic and innovative of cities.

Further information can be found at: **www.arts.ac.uk**

Strategic priorities 2015-22



We outline UAL's four key strategic objectives for this period below. A review is being launched to refresh and renew these as necessary, and the new President and Vice-Chancellor will be instrumental in forming our new strategy and direction:

- Delivering transformative education requires us to ensure that all our students can reach their full potential. We work in partnership with them to develop and deliver an education which is responsive, responsible, imaginative and inspirational.
- Developing world-leading research and enterprise requires us to create and apply knowledge that develops our disciplines, makes a positive contribution to society and the economy, and generates new sources of income to support our academic ambition.
- Communication and collaboration requires us to place the University at the centre of the debate about the future of arts, design, fashion, media, communication and performing arts, and to improve the ways in which we engage with academic, cultural and business partners in the UK and across the world.

- Building an inspirational environment requires us to have a world-class physical environment and underlying infrastructure. This is to support our students and staff in their academic ambitions and increase our engagement with our wider communities.

Equality, Diversity and Inclusion

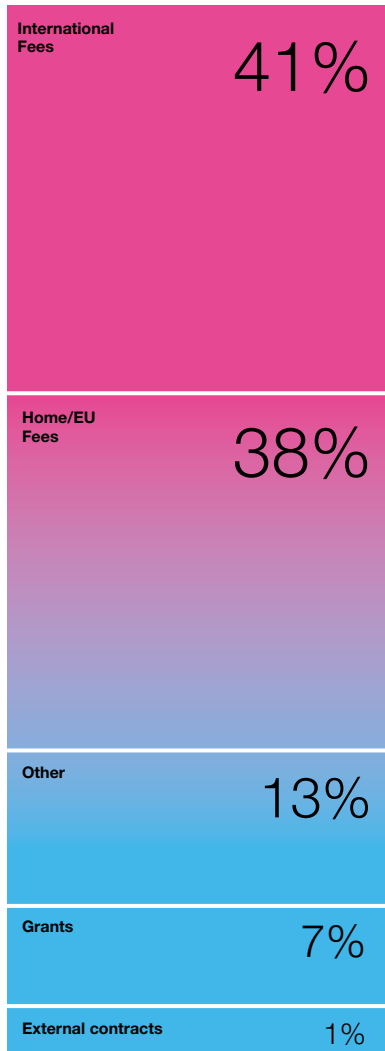
UAL is committed to creating a diverse and inclusive university - a place where we all can be ourselves and reach our full potential in our work, learning and creative practice. We offer a range of family friendly, inclusive employment policies, flexible working arrangements and Staff Support Networks. We welcome applicants from diverse backgrounds, including race, disability, age, sex, gender identity, sexual orientation, religion and belief, marriage and civil partnership, pregnancy and maternity, and caring responsibility.

For more information, please visit:

www.arts.ac.uk/about-ual/public-information/equality-objectives-and-reports

Finances

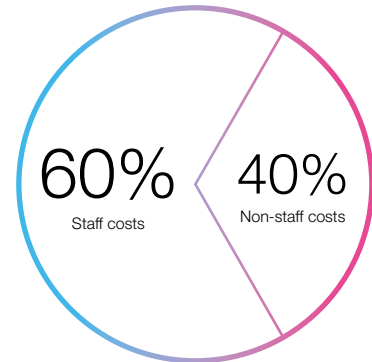
Where UAL's money comes from



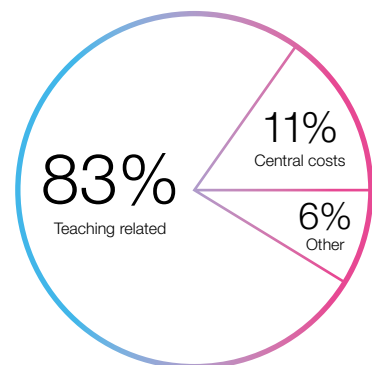
Where the money goes



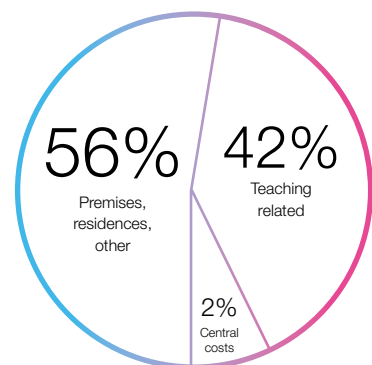
How costs split between staff and other costs



Staff costs by area



Non-staff costs by area



Total income

Total expenditure

Operating surplus

$$£321.6m - £310.1m = £11.5m$$

For more information, please visit: www.arts.ac.uk/__data/assets/pdf_file/0024/193155/UAL-_FS_2019.pdf

Governance and structure

University of the Arts London is a single higher education corporation created by statute and it is an exempt charity. Its governing body is the Court of Governors. The Court of Governors consists of 21 governors who are also the University's charity trustees. The majority of governors are external laypeople.

The Court is responsible for the determination of the educational character and mission of the University and for oversight of its activities, including the strategic direction of the University; the effective and efficient use of resources; approval of annual estimates of income and expenditure; ensuring the solvency of the University and safeguarding of assets; the setting of a framework for the pay and conditions of staff; and the appointment and dismissal of the President and Vice-Chancellor, and the Clerk to the Court.

The Court has established several committees and one advisory group; Finance, Audit, Estates, Nominations, Conferments, Chair's, Further Education, Remuneration, People Strategy, and the Student Experience Advisory Group. All of these committees are formally constituted with terms of reference, and the majority of these committees are comprised of external members of the Court. The committees undertake a review of their own terms of reference and effectiveness on an annual basis.

Court membership can be found here:

www.arts.ac.uk/about-ual/strategy-and-governance/governance/court-of-governors/people

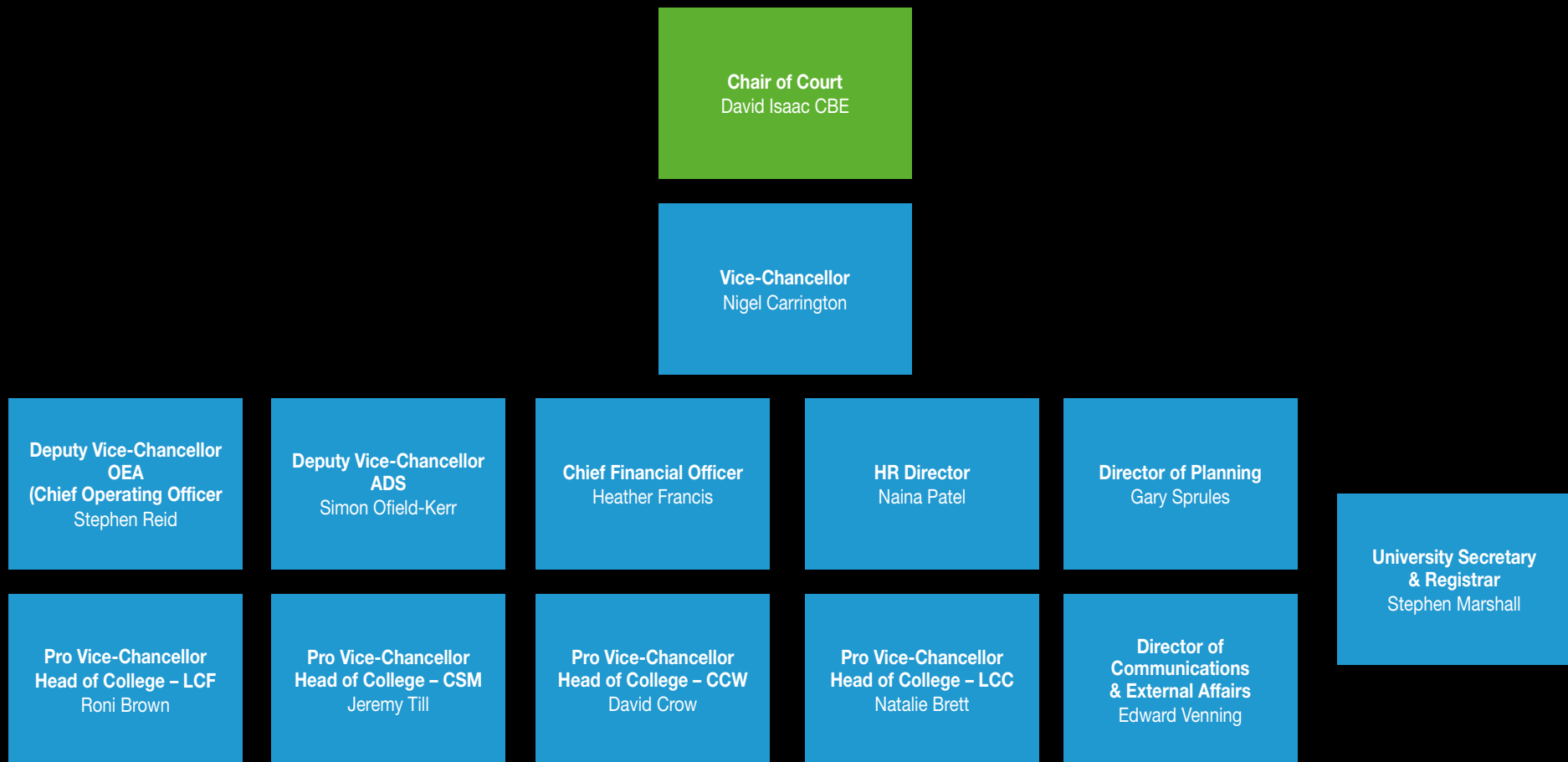
The Academic Board reports to the Court of Governors and is responsible for the academic life of the University in relation to teaching and research. It operates through a committee structure which also covers the six constituent Colleges of the University. It meets three times a year.



The University is run on a day-to-day basis by its Executive Board, which is chaired by the President and Vice-Chancellor. The Executive Board consists of the Deputy Vice-Chancellor (Academic), Deputy Vice-Chancellor (Chief Operating Officer), four Heads of College and Pro Vice-Chancellors (for Camberwell, Chelsea and Wimbledon; Central Saint Martins; London College of Communication; London College of Fashion), Chief Financial Officer, University Secretary and Registrar, Director of Human Resources, Director of Planning and Director of Communication and External Affairs.

For more information on governance and management at UAL, please visit:

<https://www.arts.ac.uk/about-ual/strategy-and-governance>



Our Executive Board

The role of President and Vice-Chancellor

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Duties and responsibilities

The President and Vice-Chancellor is the Chief Executive Officer of the University of the Arts London, accountable to the Court of Governors for the organisation, direction and management of the organisation and leadership of staff, and for:

- Providing progressive and inclusive leadership to the University, motivating staff and students around a shared vision for UAL's future.
- Encouraging innovation across the organisation, identifying opportunities for UAL's continued ambition and development in a rapidly-changing external context.
- Driving transformational change, in capacity and culture, to ensure UAL maintains its standing as a world-leading provider of creative arts education.
- Working closely with the Court of Governors and leading, managing and supporting UAL's Executive Board to deliver the University's aims and sustainability.
- Fostering an entrepreneurial mindset across UAL, identifying and delivering further sources of income - commercial, industry and philanthropic, personally liaising with donors, funders and partners.
- Acting as an inspiring ambassador for UAL in London, nationally and internationally, continuing to raise the organisation's profile and wider contribution.
- Championing the disciplines and issues relevant to creative arts education and advocating for the creative industries.
- Sustaining meaningful relationships with stakeholders including the creative and other industries, the higher education sector, funders, policy makers, government, and the University's local communities.
- Actively championing equality and diversity, social justice and widening participation.
- Leading the enhancement of the student experience, onsite and digitally.
- Ensuring that UAL is responsive to the diverse needs, expectations, welfare and mental well-being of its student community.

Person specification



The successful candidate will have a proven track record of achievement and delivery, and will broadly be able to evidence a majority of the following skills, capabilities, and experience. Transferable skills and demonstrable potential are also keenly sought, and as such, successful candidates may be adroit, agile leaders with ability to tackle new contexts and briefs, bringing diverse perspectives and new ideas to bear.

Knowledge and experience

- Developing and successfully implementing a vision and strategy for a large, complex and globally-facing organisation in an external context of significant change.
- A proven track record of outstanding leadership at a senior level, managing staff, finances and other resources of comparable size, scope and profile.
- Strong evidence of success at leading and delivering organisational change.
- Experience of external advocacy, developing strong relationships at a senior level with diverse stakeholders including government and industry.
- A track record of nurturing relationships to generate significant financial support.
- Ability to evidence leadership of positive change in the outcomes relating to equality, diversity and inclusion.
- Experience of major estates development projects.
- A clear sense of current and future developments in higher education, and a view as to the response likely to be required of UAL in these contexts.
- A keen appreciation of the value offered by creative education to the individual, and wider economy.
- An understanding of operating within a regulated environment.

Person specification

Skills and attributes

- Natural qualities of leadership, encouraging bold, innovative and flexible solutions to complex problems and responding bravely to new opportunities and challenges.
- Ability to conceive, communicate and deliver an inclusive vision and strategy across a high-performing organisation.
- Business and commercial acumen, including highly-developed financial, negotiating and fundraising skills.
- The capability to gain the confidence of UAL staff and students, and to represent and champion the University, its disciplines and the creative education sector to external stakeholders.
- A commitment to prioritising and taking a leading role in enhancing equality, diversity and inclusion.
- Determination to promote a high-quality student experience in all aspects of their engagement with the University.
- A shrewd sense of the ways to develop an organisation through digital channels and platforms.
- A calm, resilient and collegial management style, combining emotional intelligence and the ability to empower and motivate with the managerial acuity to ensure that key targets and objectives are met and exceeded.
- Excellent influencing and interpersonal communication skills.
- Aptitude for strategic decision-making, excellent judgement and political sensitivity.
- The ability to blend corporate strategic priorities with academic probity.
- Strong belief in the power of higher education and the creative arts to transform individuals, communities, society and the economy.



Terms of employment

- A competitive salary plus 34 days annual leave.
- Membership of a UAL pension scheme.
- An appropriate relocation package may be available as part of the appointment arrangements.

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

Appointment process and how to apply

The President and Vice-Chancellor will be appointed by a Search Committee chaired by the Chair of Governors, David Isaac CBE. An executive search exercise is being undertaken by Perrett Laver in parallel with the public advertisement of the post.

Perrett Laver will support the Search Committee in the discharge of its duties, both to assist in the assessment of candidates against the requirements for the role and to identify the widest possible field of qualified candidates.

Application is by submission of a full curriculum vitae and a covering letter of application, addressing the job description and person specification and including suitable daytime and evening telephone contact details.

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

UAL is committed to creating a diverse and inclusive university – a place where we all can be ourselves and reach our full potential in our work, learning and creative practice. We offer a range of family friendly, inclusive employment policies, flexible working arrangements and Staff Support Networks. We welcome applicants from diverse backgrounds, including race, disability, age, sex, gender identity, sexual orientation, religion and belief, marriage and civil partnership, pregnancy and maternity, and caring responsibility.

Completed applications should be uploaded at **www.perrettlaver.com/candidates** quoting reference **4665**. The closing date for applications is **Monday 22nd June 2020**.

Longlisted candidates will be invited for interview with Perrett Laver in July, following which the Search Committee will agree a shortlist in August. Shortlisted candidates will be invited for informal meetings with key stakeholders at the University, followed by a formal interview with the Search Committee in early October.

Protecting your personal data is of the utmost importance to Perrett Laver and we take this responsibility very seriously. Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.

*Perrett Laver is a Data Controller and a Data Processor, as defined under the General Data Protection Regulation (GDPR). Our legal basis for much of our data processing activity is 'Legitimate Interests'. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, please visit our website: **www.perrettlaver.com/information/privacy-policy/***