

**ual:** university  
of the arts  
london



## **Dean of Design** (Camberwell College of Arts, Chelsea College of Arts and Wimbledon College of Arts)



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# Foreword from Professor David Crow



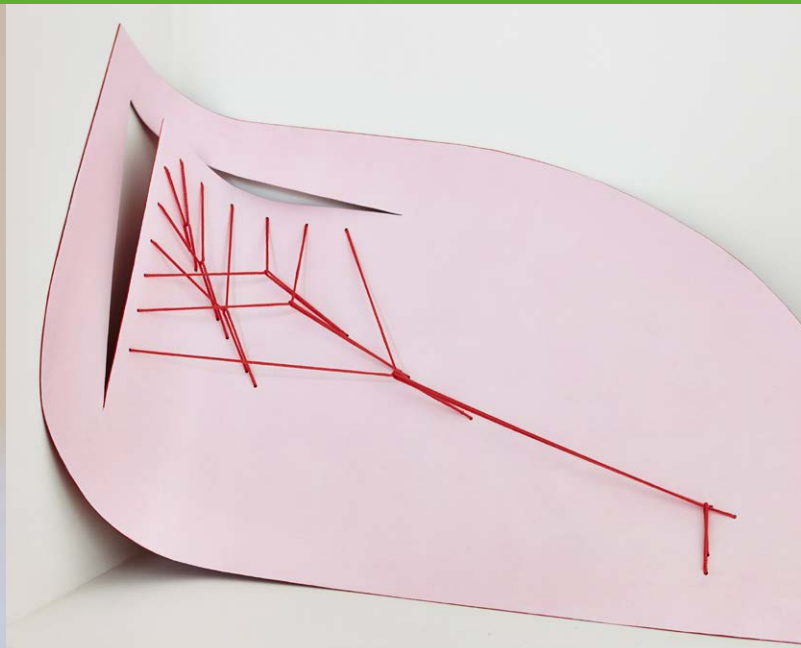
Thank for your interest in the role of Dean of Design for Camberwell, Chelsea and Wimbledon Colleges. This is a highly exciting time to join the University and our three Colleges. We have recently launched a new five year strategy for the Colleges which sets out our ambitious plans for the future. At the heart of our strategy is a new academic model which supports the development of subject communities across the Colleges and strengthens our academic development capacity.

The Dean of Design is one of four new Dean posts, who collectively will drive forward the delivery of our strategy, strengthening the distinct identities of each College whilst also reaping the benefits of our alliance. This will be a challenging, but highly rewarding, role for a strong leader who is both strategic and operationally experienced. If you believe that you have the skills and aptitude for this critical role, I would very much like to hear from you.

**David Crow**

Pro Vice-Chancellor and Head of Colleges  
Camberwell, Chelsea and Wimbledon Colleges

# The University



## A global collegiate University and a leader in our field.

UAL is a world-leading University for teaching and research in the fields of arts, design, fashion, communication and the performing arts. With 19,000 students, from over 100 countries, we offer a unique range of courses across a creative community comprised of six distinct and distinguished Colleges, nurturing creative potential from across the world. Our teaching at further, higher and postgraduate level is informed by our research capability, practice-based approaches and deep links with industry.

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's academic community comprises 850 permanent academic staff, 330 technicians and 1,800 associate and visiting lecturers, who are integral to our teaching model. It includes leading academics and practitioners in our disciplines and visiting staff from peer institutions and industry.

## Our Collegiate structure

UAL is a special 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 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

## Our students and alumni

UAL prepares students to enter the creative economy and rise to the top in their chosen discipline. Our alumni achieve early recognition and become the most influential names in arts, design, fashion, communication and performance.

37 of the 80 Royal Academicians are UAL alumni; a further 17 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 Oscars.

UAL alumni have won the Turner Prize 15 times in the 30 years since its inception, featuring in 23 shortlists and accounting for over half of all nominees. UAL alumni make up over half the recipients of British Designer of the Year and typically over half of the fashion designers showing at London Fashion Week. Seven have won the Prince Philip Designers Prize. Ten are current Royal Designers for Industry for product or industrial design. The strength and depth of our alumni is too extensive to list fully.

## Preparing students for professional life

Our teaching success results from deep engagement with industry and the creative and cultural sectors – many of our teachers and technicians maintain parallel careers in business or are practicing artists.

We produce enterprising graduates who use their creativity to affect society and the way we live our lives – through works of art, the clothes we wear, the products and technologies we use, the films we watch and the books and newspapers we read. With more than 200,000 graduates around the world this influence reaches global audiences.

There is a strong entrepreneurial emphasis. Many alumni set up their own business with many more self-employed and in portfolio careers. Crucially, they have the skills and attributes to develop their creativity throughout their working lives.



# The University

## Our learning environment

The way we teach has continued to evolve for over a century. We bring together traditional and state of the art facilities that enhance teaching. This includes tutoring and support for specialist skills and practice. Importantly, this includes higher-cost subject areas such as our ceramics course - one of only two remaining in the country.

Intensive concentration on specialist practice means we have over 60,000 square metres of specialist teaching space to support. Our students require larger space than other types of provision, together with cutting edge and traditional equipment and machinery.

Students exhibit their work throughout their course via shows, exhibitions and performances, which is critical to the development of their professional practice. Students are immersed in the creative industries in placements and internships, and in frequent commissions from industry partners to deliver innovative solutions through live briefs.

## Interaction with research

The University has a vibrant research culture across its six Colleges, with eight University research centres and the University Innovation Insights Hub, 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” or “internationally excellent”. This places UAL in the overall top 30 UK research institutions in the UK for the quality of research submitted.



# The University

## The industries or art forms of the future

UAL's emphasis on practice has equal status with our research capability, which we combine with deep industry links in order to redevelop and innovate. One world first is our MSc Cosmetic Science. Industry partners involved in the design and delivery of the course include Procter and Gamble, Body Shop, Unilever, L'Oreal, Boots and Molton Brown.

In a developed economy, most of the answers to climate change will come from changes in behaviour, directed by design. This puts us at the forefront of social change in sustainability. We are shaping the future of the textile industry through UAL's Centre for Sustainable Fashion and Textiles Futures Research Centre, which are pioneering global curricula in sustainability.

Our teaching programmes attract frequent approaches from industry to work with our students across all disciplines. Collectively, our teaching courses work with over 500 organisations every year and on average we run 150 industry-funded consultancy projects a year with large companies including Microsoft, Levis, Hitachi, Nokia and Unilever.

UAL has won four Queen's Anniversary Prizes for Higher Education, with the 2013 prize citing our 'major contributions to industry, commerce and the profession of design, both in the UK and internationally.'

## International success

As the largest institution of its kind, UAL has an international student community of more than 6,500 students from more than 110 countries as well as more than 2,500 EU students from outside the UK. We are committed to a diverse curriculum enriched by strong partnerships with peer institutions including 115 active exchange agreements to enable student mobility with institutions such as the Pratt Institute and Parsons New York, Rhode Island School of Design, Politecnico di Milano, Aalto University, RMIT and Hong Kong PolyU.

Students, graduates and staff exhibit internationally and attract funding from governmental, charitable and industry sources. The largest ever exhibition of European theatre design opened in China in September 2015, curated by Wimbledon College of Arts, UAL. Our staff, students and graduates are regularly presented at the Venice Biennale. Student work has recently been exhibited at Tokyo Design Week; Milan Design Week; New York Hall of Science; Museum of Contemporary Art of Rome; Bilbao Bizkaia Design Festival; and all six main international Fashion Weeks.



# University Strategy 2015-2022



*“Transformative education for a creative world”* – this is the theme of our ambitious, seven-year strategic plan to enhance the University’s reputation as a world-leader in arts, design and communication education, with high levels of student engagement and satisfaction. UAL in 2022 will be the sum of the ideas we generate over the next six years, the beautiful and wonderful things we make, and of our academic and business relationships here and abroad.

We are confident that we can achieve our goals through the commitment and dedication of our community, and have identified four key strategic areas through which we will implement our vision of change and monitor its progress:

- **Transformative education**
- **World-leading research and enterprise**
- **Communication and collaboration**
- **An inspirational environment**

For further information about our plans see:

[www.arts.ac.uk/about-ual/strategy-governance/ual-strategy-2015-22/](http://www.arts.ac.uk/about-ual/strategy-governance/ual-strategy-2015-22/)



# The Colleges



## Camberwell College of Arts

Camberwell is one of London's leading art and design schools. Camberwell offers courses in Art, Design and Conservation and has circa 1,600 Foundation, Undergraduate and Postgraduate students.

Our strong studio culture offers students the freedom and support to explore their individual creativity using facilities that embrace both traditional craftsmanship and digital technology.

Camberwell's south east London location is also home to a thriving art scene that hosts a variety of galleries, project spaces and studios that our students, staff and graduates work and exhibit in.

Notable alumni include: Jody Barton, Gillian Carnegie, Alice Hawkins, Junko Mori, Kate Moross, Gregor Muir, Matthew Stone, Matthew Clark (Founder and Creative Director, United Visual Artists).

## Chelsea College of Arts

Chelsea is one of London's most prestigious art and design Colleges. We provide our students with a stimulating space and supportive atmosphere in which they can develop their practice. Chelsea specialises in curating, fine art, graphic design communication, textile design and interior and spatial design courses. Chelsea has just over 1,400 students.

The College's Grade II listed Pimlico site, located in central London, overlooks Tate Britain and the River Thames. It has well-equipped workshops, extensive library facilities, a canteen and an onsite gallery, Chelsea Space.

Notable Alumni include: Anish Kapoor, Steve McQueen, Haroon Mirza, Mariko Mori, Mike Nelson, Chris Ofili, Mark Wallinger and Tatty Devine co-founders - Harriet Vine and Rosie Wolfenden.



# The Colleges

## Wimbledon College of Arts

Wimbledon College of Arts encourages practical experimentation as a way to learn the skills needed for a successful career in the arts. The College has around 800 students on Fine Art and Theatre and Screen courses. Students learn in the College's specialist workshops, studios and on-site professional theatre from expert tutors and technicians who either work in the industry or have their own practices.

Through the College's shared course projects, lectures and exhibitions, our students are encouraged to work collaboratively and exposed to a wide range of disciplines and ideas.

Wimbledon's south west London location combines green, open spaces with easy access to the city's thriving art and theatre scenes.

The College has an international reputation for producing artists and designers, who are known for their creativity, technical ability and professionalism.

Notable alumni include James Acheson, Peter Bingemann, Georgina Chapman, Tony Cragg, Peter Doig, Tim Goodchild, Sarah Greenwood, Richard Hudson, Mikey Please and Yinka Shonibare.



# Camberwell, Chelsea and Wimbledon Strategy 2017-2022

Camberwell, Chelsea and Wimbledon (CCW) have been led by a single Pro Vice-Chancellor since 2007, in order to allow UAL to move to a unified management model for these three smaller “art schools” and to realise economies of scale. The strong overall financial position of the University has permitted a major UAL-wide capital investment programme which has already resulted in the opening of a new studio building at Wimbledon in early 2015. The University is currently nearing completion of a £60 million redevelopment programme at Camberwell, where it is building a new hall of residence for 260 students and a new 6,000 square metre academic building, which will open in autumn 2017.

Professor David Crow was appointed as Pro Vice-Chancellor and Head of Colleges (Camberwell, Chelsea and Wimbledon) in summer 2016 to lead the Colleges in the next stage of their development. Subsequently, an extensive consultation and review has taken place, which has shaped the development of *Creating New Histories: Camberwell, Chelsea and Wimbledon Strategy 2017-2022*, published in April 2017.

The strategy outlines ambitious plans for the future of the three Colleges, both individually and collectively over the forthcoming five years. This involves strengthening the alliance between the three Colleges whilst also underlining the individual identity and ethos of each College.

The strategy outlines clearly articulated Visions for each College which are rooted in an ideological position and supported by a socially and professionally relevant academic portfolio.

**Camberwell Vision:** ‘A world leading art and design College creating positive social impact’. We will question the role and influence of art in society and focus on socially responsible creative solutions.

**Chelsea Vision:** ‘A world leading art and design College inspiring new approaches for international communities and markets.’ Chelsea’s presence is our stage for creating international networks and driving forward innovative cultural solutions.

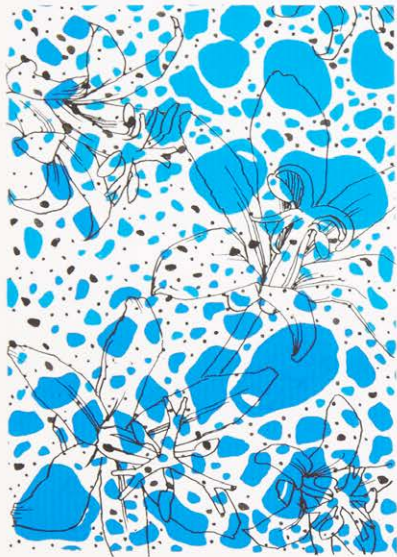
**Wimbledon Vision:** ‘A world leading centre of excellence creating new paradigms in the performance arts for a post-digital age.’ We will explore unique fusions in the performance arts, exploit new digital and hybrid platforms and seek new audiences for new performance models.

At the heart of the strategy is a new academic leadership model for the Colleges, to be introduced for the beginning of the academic year 2017/2018 which will be key to driving forward plans and delivering the further change necessary over the next five years. The academic leadership across the Colleges will be refocused into three academic subject groups, together with a Foundation Centre. The three academic subject groups will be led by a Dean of Design, Dean of Art and Dean of Performance Arts. The cross-college student learning experience and external engagement in the curriculum will be strengthened and enhanced through a Dean of Academic Development and Student Communities.

The four new Deans posts will play a lead role taking forward a number of priority areas including:

- developing the academic portfolio across the three Colleges, building attractive and sustainable courses that are fit for the future;
- increasing interdisciplinary working and embedding of ‘live’ projects in the curriculum;
- increasing cross-site working for staff and students, with access to some specialist equipment and resources being focused at a specific site;
- determining our future use of space and most appropriate place to house different parts of our portfolio.

# The role of Dean of Design



The Dean of Design will provide strong academic and managerial leadership for art across Camberwell, Chelsea and Wimbledon Colleges and will contribute to the strategic development of the College and thereby the University.

A key priority for the post holder will be to ensure a coherent and co-ordinated discipline offer across the Colleges which is aligned with the College Visions. Given that this will be a period of planning and development of our academic portfolio, as the Academic Leader for the subject area across the Colleges, the Dean will be charged with ensuring that their academic offer is fully coordinated and accommodated at each site in every aspect of its operation.

The Dean of Design will be accountable to the Pro Vice-Chancellor and Head of the Camberwell, Chelsea and Wimbledon Colleges and will be a member of the College's Executive Team, comprising of Subject Deans, Dean of Academic and Student Communities, Associate Dean of Research and Director of the Graduate School, Director of College Administration, Director of Change Management, Director of International, Director of Marketing and Communications, Director of Business and Innovation, HR Business Partner and Head of Technical Resources.

Key to the Dean's role will be ensuring that the student experience is positive and is reviewed on an ongoing

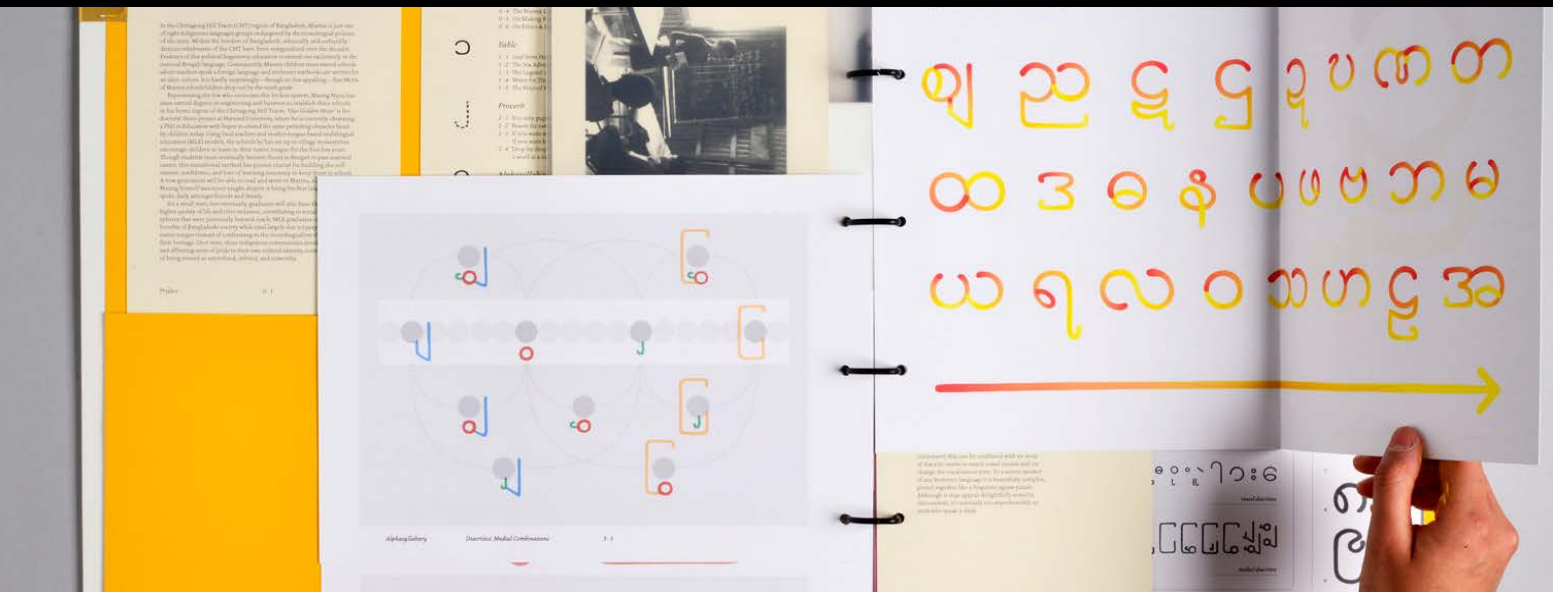
and annual basis and that strategies to improve retention and achievement are implemented to improve the current position. The Dean will also be responsible for ensuring that learning and teaching is supported by appropriate and effective digital and physical learning environments that utilise progressive teaching practices. The Dean will also be responsible for leading the Research agenda for their subject area and ensuring, by working with the Associate Dean of Research, that their subject based research activities at each College are linked directly to the College courses and to the underpinning critical and professional discourse that gives each of the Colleges its distinctiveness.

The Dean of Design will work closely with the Dean of Academic Development and Student Communities in supporting the development of strategies and policies and implementing and ensuring effectiveness within the Colleges. Working with other members of the College Executive Team, they will lead and support the delivery of the International Strategy for their subject group and support effective student recruitment and Knowledge Exchange activities.

In order to facilitate their subject group academic leadership role the Dean will have line management responsibility for Programme Directors and the relevant subject-related Professors and Readers across the Colleges. The Dean will also line manage an Associate Dean of College.



# Job description



The purpose of this role will be to:

- provide effective academic leadership, management and strategic direction for the Design programmes (UG and PG) across learning and teaching, research and knowledge exchange, aligned with the Vision for each College;
- provide a high quality academic experience for students and a stimulating environment for the staff;
- support the PVC on all aspects of strategic planning, financial management, budgeting and deployment of staff and other resources;
- continually develop high personal, professional and academic standing in Design.

The main responsibilities of the job will be to:

- play a full and constructive part in the Colleges' Executive team, providing strategic academic development expertise to the Colleges' strategic plan and annual operating plan and achieving agreed business plan objectives;
- lead and develop the Design portfolio across the Colleges and work with the Executive Team and programme directors to develop a world leading academic offer aligned to the Visions for Camberwell, Chelsea and Wimbledon Colleges;

- ensure the academic student experience is positive and responds to issues raised through as NSS, PTES and other channels and strategies to improve retention, progression and attainment are implemented;
- provide academic leadership to the subject across the Colleges, ensuring that the academic offer is fully coordinated and accommodated at each site and in every aspect of its operation and playing a leading role in developing Design research;
- as a member of the University's senior staff team, play a full role in the corporate management of the University, engaging in the strategic planning process and ensuring team understanding of University-wide, CCW Colleges' and subject group direction and objectives;
- lead, manage and support the team of academic staff, including engaging in line management activities such as recruitment and selection, effective performance management, application of the Professional Review scheme (PRA) and academic and support for professional development activity;
- lead a team of staff during significant change, providing a positive personal example and engaging with and taking forward the corporate change agenda;

# Job description

- ensure that programmes are managed effectively according to University regulations, professional body accreditation requirements and relevant quality assurance procedures, ensuring a climate of continual improvement in the quality of taught programmes and appropriate engagement in programme development;
- maintain, develop and enhance the Design course portfolio at all levels in the context of University objectives and priorities, including widening participation, employer engagement, part-time and flexible delivery and overseas activities;
- work proactively to support development of additional sources of income for research, consultancy, knowledge exchange projects, short courses and taught courses and programmes, ensuring a high level of engagement by staff in academic enterprise activities;
- effectively plan, manage and monitor budgets in all areas of responsibility, conducting all financial matters in accordance with the University's policies and procedures, and as laid down in the Financial Regulations;
- develop and promote the Design portfolio through local and industry links, and national and international strategic partnerships;
- promote the Design subject group and Colleges' activities and reputation internally, nationally and internationally;
- lead and support effective student recruitment activity across the Design subject group;
- where appropriate chair or participate in relevant committees and working groups across the Colleges, or wider University.

## General

- perform such duties consistent with the role as may from time to time be assigned;
- undertake health and safety duties and responsibilities appropriate to the role;

- work in accordance with the University's Equal Opportunities Policy and the Staff Charter, promoting equality and diversity in own and others' work;
- undertake continuous personal and professional development;
- make full use of information and communication technologies in adherence to data protection policies to meet the requirements of the role and to promote organisational effectiveness.

The key working relationships of this role are Managers and other staff, and external partners, suppliers etc; with whom regular contact is required:

- Pro Vice-Chancellor and Head of Colleges
- Subject Deans
- Dean of Academic Development and Student Communities
- Director of College Administration
- Associate Deans
- Director of Change Management
- Director of Marketing and Communications
- Director of International
- Head of Technical Resources
- HR Business Partner
- Professors, Readers and Research Teams
- Programme Directors and Course Leaders.

The specific management responsibilities of this role will be:

- Budgets: Staffing budgets, consumables, staff development.
- Staff: Programme Directors, Course Leaders, academic teaching teams, Professors, Readers and Researchers, Associate Dean (College).

# Person specification



The successful candidate for this role will demonstrate evidence of the following skills, experience and abilities:

## **Specialist knowledge/qualifications**

### **Essential**

- Postgraduate degree or equivalent.
- Extensive knowledge of curriculum design and quality processes in Higher Education.
- A demonstrable research record and/or evidence of leading international subject based networks to the level of being regarded as a leading authority in design education by both internal and external peers.

### **Desirable**

- Membership of a relevant professional body.

## **Relevant experience**

### **Essential**

- Proven record of academic leadership and management including programme development and innovation in teaching and learning.
- Evidence of leading design research teams and/or international design networks.

- Record of successful engagement in knowledge exchange/research activity.
- Demonstrates insight and understanding of the future of the subject to drive forward its development with credibility.
- Considerable experience in managing/monitoring budgets and staff deployment.
- Experience of Design practice.

### **Desirable**

- Experience in successfully securing and managing external funding.

## **Communication and engagement skills**

### **Essential**

- Communicates in a compelling and influential way adapting the style and message to a diverse internal or external audience.
- Role models and promotes a positive and engaged working culture, motivating geographically dispersed teams towards achieving objectives.
- Proven negotiation and diplomatic skills.



# Person specification

## Leadership skills

### Essential

- Builds passion and commitment toward common goals, setting the direction of one or more functions and promoting collaboration across formal boundaries.
- Creates an environment that embraces change, helps others to accept new ideas and make change happen.
- Proactively builds and aligns stakeholders, capabilities and resources for getting things done quickly and achieving objectives.
- Acts as a positive role model at all times.
- Demonstrates ability to mobilise and motivate others towards delivering a strategic Vision and supporting plan.

## Research, teaching and learning

### Essential

- Able to innovatively deploy academic teams across a range of disciplines.
- Proven record of innovative approaches to learning and teaching.
- Proven record of integrating research and knowledge exchange into the curriculum.
- Proven record of initiating and maintaining cross disciplinary work.

## Management and Planning

### Essential

- Effectively plans, prioritises and manages the delivery of complex projects or activities to achieve long term strategic objectives.
- Demonstrates a commitment to supporting the development of others.

## Teamwork

### Essential

- Builds effective teams, networks or communities of practice and fosters constructive cross team collaboration.
- Builds and maintains positive working relationships.
- Demonstrates ability to manage across teams, encouraging contribution and involvement from staff at all levels and encouraging individual and collaborative achievement.

## Student experience or customer service

### Essential

- Leads the improvement of the student and customer experience and promotes an inclusive environment for students, colleagues or customers.

## Creativity, innovation and problem solving

### Essential

- Initiates innovative solutions to problems which have a strategic impact.
- Ability to identify and resolve complex or sensitive issues to achieve positive outcomes.
- Integrates information from all sources to develop a well-informed, diverse perspective that can be used to optimise organisational performance.

# Terms and conditions of employment

- A competitive salary plus 34 days annual leave.
- Membership of a pension scheme.
- An appropriate relocation package may be available as part of the appointment arrangements.
- Interest-free season ticket loan.
- 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 Dean of Design will be appointed by a Selection Panel chaired by Professor David Crow, Pro Vice-Chancellor and Head of Colleges (Camberwell, Chelsea and Wimbledon). An executive search exercise is being undertaken by Perrett Laver in parallel with the public advertisement of the post. Perrett Laver will support the Selection Panel 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.

UAL aims to be an equal opportunities employer embracing diversity in all areas of activity and positively welcomes applicants from black and minority ethnic staff who are currently underrepresented at this level.

Completed applications should be uploaded at <https://candidates.perrettlaver.com/vacancies/> quoting reference **3093** by **midday on Wednesday 21<sup>st</sup> June 2017**. All telephone enquiries, in the first instance, should be directed to +44 (0) 20 7340 6200.

The Selection Panel will agree a shortlist in late June. Shortlisted candidates will be invited for informal meetings with key stakeholders at the University during w/c 3<sup>rd</sup> July, followed by formal interviews with the Selection Panel during w/c 10<sup>th</sup> July and w/c 17<sup>th</sup> July.