

# CHEAD

Council for Higher Education in Art & Design

## CHEAD Annual Operating Statement 2008 / 09

For **2008 / 09**, CHEAD has identified the following items as key strategic priorities to achieve the overall objective (key items marked as \* in the AOS):

### Strategic Development of CHEAD

- 1.1 To evaluate CHEAD strategy and communication with CHEAD members and external agencies and to see it established as the acknowledged body for the sector

Continuing from 07/08, CHEAD is reviewing its working structure in order to strengthen our engagement with members and to draw on their expertise.

### Leadership Planning

- 2.1 To develop leadership development initiative for A&D HEIs

Also continuing from the previous year, CHEAD aims to launch a new programme for the training and mentoring of senior managers in HE A&D, as well as for 'emerging leaders', focusing on second tier staff and member representatives' named deputies.

### Research

- 3.1 To respond to RAE outcome

CHEAD plans to organise events for discussion, networking and guidance to support member institutions in the aftermath of RAE.

### Curriculum

- 4.1 To formulate strategy for CHEAD with regards to the curriculum and explore links with other strategic areas

In co-operation with the Crafts Council and the National Arts Learning Network, CHEAD will organise a key seminar to identify key actions to secure the continued provision of minority specialism subjects, i.e. subjects concerned with processes and materiality.

### Progression / Widening Participation

- 5.2 Follow up key recommendation from CHEAD research project: Widening Participation in Art & Design Higher Education

CHEAD, together with Arts Council England, ADM HEA and NALN, will launch a research project to map existing research in widening participation in higher education art and design.

### Projects & Events

- 7.2 To develop a network of HE institutions' galleries.

- 7.3 Creative Graduates – Creative Futures: together with UAL to progress the research into graduate's career progress

This project will produce important insights into career patterns of A&D graduates up to five years after graduation. It is expected that this will help CHEAD and member institutions to inform future strategic planning.

### Relationships with other organisations

- 8.1 & 8.2 To create working network with key external organisations and subject associations with CHEAD as hub through regular meetings.

CHEAD aims to develop an ongoing network for the various organisations and associations across all four countries.

### CHEAD Events

- 9.2 CHEAD Annual Conference 2009, Berlin

The conference will provide a valuable opportunity to discuss the strategic direction of our sector following recent developments in the world economy!

### CHEAD Executive June 2008

Item	Priority area of activity	Specific milestone / target	Responsibility	Current position / outcome
1	Strategic Development of CHEAD		FC, GM, DK, CR, Exec	
1.1'	To evaluate CHEAD strategy and communication with CHEAD members and external agencies and to see it established as the acknowledged body for the sector	<ul style="list-style-type: none"> <li>To evaluate current services and identify future opportunities and strategic directions</li> <li>To review current communication structure and identify channels for improvement</li> </ul> <p>To expand CHEAD membership</p>	GM/Exec	<p>October 2007 Draft 5-year CHEAD strategy for discussion</p> <p>July &amp; October 2008 2nd and 4th Draft strategy for discussion</p> <p>16 September Meeting with Association of Business Schools to discuss strategic set-up</p> <p>6 November Discussion of plans for regional sub-groups with members at Business / Forum meeting</p>
2.	Leadership Planning			
2.1'	To develop leadership development initiative for A&D HEIs	<p>2008 – 2010</p> <p>To develop and establish leadership programme as a key item in CHEAD portfolio of services</p>	GM / FC	<p>11 October 2007 Meeting with E. Wooldridge, Chief Exec, Leadership Foundation. Agreement to develop joint leadership programmes. LFHE offered £10k in matched funding.</p> <p>16 September 2008 Meeting with Association of Business Schools to compare proposal with ABS programme.</p> <p>10 October 08 Review of proposal at CHEAD Executive meeting.</p> <p>6 November Discussion of plans with members at Business / Forum meeting</p>
2.3	To engage in other leadership initiatives	To contribute to LFHE / ACE research project	GM / CM	<p>Autumn 2007 CHEAD invited to join steering group for joint LFHE / ACE research project into innovation in HE leadership in arts and culture.</p>
3	Research		IM, MD	
3.1	RAE / REF To respond to RAE outcome	<p>To keep abreast of further developments regarding future of RAE.</p> <p>To organise supporting events post-RAE</p>	IM, MD	

3.2	To progress joint AHR/CHEAD project – the nature of scholarly infrastructure in practice-led research in the creative and performing arts	Successfully to conclude project.	IM / CR	May 2008 CHEAD rejoins project. Agreement to employ research assistant to prepare review of current state of play. RA post to be funded with AHRC project funds and CHEAD contribution of ~£2,5k  October 2008 Draft report submitted to initiative Chair. Final report pending.	

<b>4</b>	<b>Curriculum</b>		<b>CM, IP, BC, PC</b>		
4.1	<b>To formulate strategy for CHEAD with regards to the curriculum and explore links with other strategic areas</b> • <b>Minority Specialism Subjects</b>	<b>To review / consider CHEAD's influence on curriculum and research debates</b>  <b>To conduct successful seminar</b>	Exec / CM / IP / BC / MD	10 December Planning meeting for seminar on minority specialism subjects  23 October 2008 Seminar held at British Library. 82 participants from schools, FE / HE, external organisations. Seminar report currently being written up	

<b>5</b>	<b>Student Life Cycle</b>				
5.1	Keep progression issues under review <ul style="list-style-type: none"> <li>Progression from school to HE</li> <li>Influence on the A&amp;D curriculum at secondary and primary level</li> <li>Resource levels in curriculum in schools</li> <li>Consistency of delivery</li> <li>Requirements for entry to HE</li> <li>Craft skills</li> </ul>	To review and identify specific agenda items for CHEAD.  To keep a watching brief on the further development and implementation of the Skillset 14–19 Creative and Media Specialist Diploma (CMD).  To communicate members' views on issues related to progression to HE  To arrange meeting with NSEAD and other relevant organisations related to A&D in schools	CM, IP, BC, PC	Ongoing process.	
5.2	<b>WP</b> <b>Follow up key recommendation from CHEAD research project: Widening Participation in Art &amp; Design Higher Education</b>	<b>2008 – 2010</b> <b>To conduct review of existing literature on WP in HE A&amp;D</b>	John Last / CR	27 February 2008 Meeting with key individuals to discuss project follow-ups. ACE agreed to contribute £2,25k to project.  14 July Meeting between sponsoring parties to discuss project spec and funding for WP literature review.  21 October Meeting of project Steering Group. Publication of job spec.  9 December Appointment of Dipti Baghat & Peter O'Neill, London Met Uni, as project editor.	

5.3	FE Funding Streams	To keep a watching brief	LSB	
5.4	To keep abreast on developments related to Post Qualification Applications	To represent views of CHEAD membership on Delivery Partnership A&D working group.  To review implications for CHEAD members arising from key agreements.	DT / IP	May 2008 Consultation on revised A&D admission system. Responses confirm strong support for one non-sequential admissions route.  November Update at Business / Forum meeting  19 December Attendance at NAFAE meeting to discuss concerns
5.5	National Student Survey	2008 –2009 To evaluate implications for CHEAD members and to identify further possible action.	DK / CR	15 November 2007 John Last to discuss his analysis at CHEAD Business / Forum meeting  November 08 Start of GLAD / ADM sponsored research project into NSS.

<b>6</b>	<b>Knowledge Transfer</b>		<b>GM, MW, EH, LSB</b>	
6.1*	<b>To identify strategic action for CHEAD in relation to Knowledge Transfer agenda</b>	<b>Review of KT agenda</b>  <b>To use insights from Creative Graduates and KTP Network projects to inform any review.</b>	MW / GM / EH / LSB	
6.2	HEI funding and employer engagement	To analyse <i>Creative Britain</i> and other relevant policy documents to evaluate implications for HEI co-financing, entrepreneurship, and employer engagement		

<b>7</b>	<b>Projects &amp; Events</b>			
7.1	Artists' Access to Art Colleges Project Year 10 Successfully to continue and consolidate the AA2A project and co-operation with CHEAD Executive.	<ul style="list-style-type: none"> <li>To monitor and evaluate Year 10</li> <li>To embed AA2A into the HE VA landscape.</li> </ul> Summer 2008 Review of funding and progress to date	BC / CR	1 November 2007 Meeting between AA2A National Co-ordinator, ACE Yorkshire and CHEAD representatives to confirm continued CHEAD support for further funding application and to discuss possible expansion of project.  April 2008 Submission of application to ACE for continued funding.  May Project bid accepted

7.2'	<b>HEIs' Galleries Network</b>	<b>2007 – 2008</b> To explore scope and initiate network of A&D HEIs' galleries  May 2008 To review progress	CM / MD	May 2008 Draft proposal for galleries network to be considered by Exec.  3 February 2009 Exploratory meeting with CHEAD members.	
7.3'	<b>Creative Graduates – Creative Futures</b> To collaborate with UAL to conduct research into graduates' career progress.	<b>2007 – 2009</b> To conduct successful project	FC / CR / BC / DT / EH	8 January, 28 February, 20 May & 11 September, 10 December 2008 Meetings of project Steering Group.	
7.4	Stepping Out To support and contribute to ADM-HEA/DCMS/Hefce research project.	To maintain a watching brief	MW / GM	19 June Meeting with Hefce, D Clews and L Morris to discuss project brief. Aim of project is to survey the landscape of employer engagement in HE subjects closely related to creative and cultural industries	
7.5	To support and contribute to research project, "KTP and the Creative Industries"	To maintain a watching brief	IP / CR	May 2008 CHEAD submitted letter of support for 3-year project bid 'Making a difference: Knowledge Exchange and Design Partnerships'. CHEAD invited to sit on project Steering Group.	

<b>8</b>	<b>Relationships with other organisations</b>				
8.1	To establish strategic links with key external organisations through regular (annual) meetings.	July 2008 To composition of Links Group and structure meetings to enhance their effectiveness as forum for exchange and joint initiatives.  February / April 2008 To organise and conduct successful meeting.	FC / GM / CR / DT	5 February 2009 Meeting of Links Group and Subject Association Links Group	
8.2'	To create working network with subject associations with CHEAD as hub through regular meetings.	Key aims of network: <ul style="list-style-type: none"> <li>• To share information</li> <li>• To produce co-ordinated responses to consultation papers where appropriate.</li> </ul> October 2007 To organise and conduct successful meeting.  Spring 2008 To review progress and membership to see if other groups should be included.	DT / FC / CR	5 February 2009 Meeting of Links Group and Subject Association Links Group	

8.3	UKADIA / APSCAD / NALN To establish strategic links with HE A&D related organisations to share information on key aims and objectives of respective organisations.	Autumn 2008 To conduct successful meeting.  July 2009 To review liaison.	LSB / FC / CR	Autumn 2007 APSCAD offered permanent co-option to CHEAD Executive. To be taken up by APSCAD Chair.	
8.4	GLAD	To establish and maintain regular contact with GLAD	JL / FC / DT	Autumn 2007 GLAD offered permanent co-option to CHEAD Executive. To be taken up by GLAD Chair.	
8.5	ADM HEA To establish and maintain positive working relationship with ADM HEA.	To maintain and develop regular contact with ADM.  To contribute and support ADM Board and A&D Subject Reference Group  July 2009 To review progress	MW / CR / FC	May 2008 CHEAD invited to join research project, Stepping Out, to survey the landscape of employer engagement in higher education subjects closely related to creative and cultural industries."	
8.6	ELIA	To establish and maintain working relationship  To attend and observe ELIA Executive meetings	FC / CM / CR	June 2008 C Delfos confirmed to speak at Annual Conference 2009.	
8.7	Establish, maintain & develop relationship with new AHRC Chief Executive/Deputy Chief Executive	To review relationship and to arrange meeting with Chief Exec and Director of Research	FC / IM / GM	Ongoing  March 2009 P Esler confirmed to speak at Annual Conference 2009	
8.8	UCAS To develop relationship	To hold regular meetings with Anthony McClaran, Deputy Chief Executive	FC / DT / IP / CR		
8.9	Arts Council England To establish strategic relationship with the ACE in order to: <ul style="list-style-type: none"> <li>enhance regional co-operation between A&amp;D HEIs and ACE.</li> <li>Support ACE in the implementation of its HE and its Visual Arts Strategy, as far as it relates to HE.</li> </ul>	To keep a watching brief  July 2009 To review position	CM / BC	30 June 2008 Meeting with Laura Gander-Howe and Michelle Salerno  October 08 CHEAD invited to join CCSC / ACE working group of key individuals from the visual arts sector to help develop a workforce development plan for the UK Visual Arts Sector. C. McIntyre joined as CHEAD rep.  26 November & 22 December Meeting of working group to advance VA Blueprint.	

8.12	Design Council & Design Skills Alliance To maintain and develop relationship	To enhance ties with Design Council representatives by inviting them to CHEAD Links Group and other initiatives.  To provide support for relevant Design Council initiatives.	FC / GM / MW	September 08 CHEAD invited as key partner to contribute to development of Visiting Design Professionals Network.  6 November Discussion with D Clews and L Morris over CHEAD concerns over VDPN proposals. DC agreed to review proposal and explore possible linkages with Looking Out / Stepping Out	
8.13	Crafts Council To develop relationship	To enhance links with Crafts Council by inviting them to CHEAD Links Group and other initiatives.  To provide support for relevant Crafts Council initiatives.	IP / CM / MD	23 October 2007 Meeting with R. Greenlees  23 October 2008 Jointly organised Materials & Processes seminar.  11 November CCSC Crafts Blueprint consultation event  21 November Invited to Next Move conference for review of Next Move and Crafts Blueprint	
8.14	Creative Partnerships To maintain & develop relationship	2008-2010 To support Creative Partnerships in the development of socially engaged teacher training	FC / CM / DT	2008 Creative Partnerships named as key organisation to support implementation of DCMS strategic paper, <i>Creative Britain</i>	
8.14	Sector Skills Councils To keep abreast of developments.	To monitor developments and identify appropriate action for CHEAD.  To organise round-table discussion of joint agendas	GM / MW / CM / EW	22 September Meeting with Jamie Petrie, Skillfast, Director of Skills  24 October Invitation to meeting to discuss Skillfast HE Strategy  December Submission of letter to L Florance, Skillfast Chief Exec, to express concerns over newspaper articles	
8.18	NSEAD To establish and strengthen relationship	To liaise on issues related to schools	CR / MD	28 June & 12 October Attended NSEAD Council meeting  20 October 2008 Meeting with J Steers, General Secretary, NSEAD, to discuss closer co-operation.	
<b>9</b>	<b>Business Meetings, Fora and Annual Conferences</b>				
9.1	Business / Forum meeting 6 November 2008	6 November To conduct successful Business / Forum meeting.			

9.2	17–20 March 2009 CONFERENCE, Berlin	To conduct successful conference.	FC, PC, EH, CM, K Mey	Conference to be held at Radisson Hotel, 17– 20 March 2009 Conference theme: International agenda of HE A&D	
9.3	Business / Forum meeting May 2009	To identify venue, theme, speakers			
9.4	2010 Conference, Liverpool	Liverpool venue to be booked, theme for conference to be agreed, speakers to be booked.	CR / FC / MD		
<b>10</b>	<b>Communication with Membership</b>				
<b>10.1</b>	<b>To develop CHEAD online registers of External Examiners and of CHEAD members' expertise</b>	<b>May 2007 – May 2010</b> <b>To review old register and to develop new, self-sustaining register</b>  <b>Summer 2009</b> <b>Launch of new register</b>	<b>IP / CM / CR</b>	15 November 2007 Launch of new CHEAD website!	
10.3	Communicating with members	To circulate periodic Newsletter  To update and improve CHEAD website	CR		
<b>11</b>	<b>CHEAD Administration</b>				
11.1	To professionalise CHEAD operations	To appoint p/t administrator	CR	To note appointment of Natalie Marr	
<b>12</b>	<b>Elections of Officers, Members of Executive, Co-options</b>				
12.1	Co-option of members to Exec	September Executive			
12.2	Elect new Chair	March 2009 Announce elections  May 2009 Elections to be arranged			
12.2	Elect new Exec members	March 2009 Announce elections.  May 2009 Election to be arranged.			