

CHEAD

Council for Higher Education in Art & Design

CHEAD Annual Operating Statement 2007 / 08

For 2007 / 08, 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 improve communication with CHEAD members and external agencies and to see it established as the acknowledged body for the sector

CHEAD aims to develop an associate membership scheme that extends membership to organisations and institutions allied to core CHEAD membership.

Succession Planning

- 2.1 To develop strategy for succession planning

CHEAD seeks to address succession planning in the field of senior management in HE A&D. The aim is to work together with membership and relevant professional agencies to devise a management development programme for the sector. Moreover, it aims to develop a strategy for 'emerging leaders', focusing on second tier staff and member representatives' named deputies.

Research

- 3.2 To review CHEAD research strategy

CHEAD will consider the previous year's developments in order to review its position and to identify action in emerging areas affecting the research agenda.

Curriculum

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

Continuing from the previous year, CHEAD seeks to develop a platform, from which to take a pro-active approach to curriculum debates and to complement, rather than duplicate, the efforts of other relevant organisations already active in this field.

Progression / Widening Participation

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

CHEAD aims to identify and advance further action emerging from the research report and subsequent activities.

Knowledge Transfer

- 6.1 To identify strategic action for CHEAD in relation to Knowledge Transfer agenda

CHEAD aims to use insights gained from the previous year's activities and publications in order to define its KT strategy, to be able to make informed policy proposals and to devise further actions.

Projects & Events

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

- 7.4 To collaborate in a research project into graduates' career progress.

Joining a project led by the University of the Arts, CHEAD aims to obtain a more accurate national picture of the career progression of arts graduates.

Relationships with other organisations

- 8.2 To create working network with subject associations with CHEAD as hub through regular meetings.

CHEAD seeks to co-operate more pro-actively with subject associations and to establish and improve a position as forum for exchange.

CHEAD Executive
June 2007

CHEAD Annual Operating Statement 2007 / 08

Item	Priority area of activity	Specific milestone / target	Responsibility	Current position/outcome	Bournemouth Executive
1	Strategic Development of CHEAD				
1.1*	To improve 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"> To review current communication structure and identify channels for improvement To review range of external agencies and possible international links To establish a small working group to review CHEAD's strategic priorities To ensure CHEAD Executive members have a named area of responsibility 	GM / Exec CM / PC	<p>May 2006 Views sought from some representatives of very small member institutions, following concerns about the steep rise in membership fees.</p> <p>October 2006 Working group formed, consisting of Executive and non-Executive members, to review overall CHEAD strategy and communication with membership.</p> <p>March / April 2007 Ongoing development.</p>	<p>To discuss:</p> <ul style="list-style-type: none"> - next steps in development of associate membership scheme - any further issues arising
1.2	To evaluate portfolio of services that CHEAD is offering to its membership	To evaluate current services and identify future opportunities and strategic directions	GM / ??	See 1.1	<p>To discuss:</p> <ul style="list-style-type: none"> - scope for a possible review - Exec members to take part
2.	Succession Planning				
2.1*	To develop strategy for succession planning	<p>May 2007 – May 2009 To develop scheme for named deputy for member institutions' registered representatives.</p>	GM	<p>20 March 2007 Initial plans discussed at CHEAD Executive meeting.</p> <p>17 May 2007 Plans presented to membership and feedback invited.</p>	<p>To receive: Membership renewal form (Exe/July/9)</p> <p>To discuss: - next steps, if necessary</p>
2.2	To develop leadership development initiative for A&D HEIs	<p>May 2007 – May 2009 To establish working relationship with Leadership Foundation in order to explore scope for leadership programme for A&D HEIs.</p> <p>May 2008 Review of progress</p>	GM / FC	<p>March 2007 Contact made with Leadership Foundation.</p>	<p>To receive letter to Leadership Foundation (Exe/July/10)</p> <p>Oral update from GM</p>
3	Research				

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3.1	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. To explore possible co-operation with Chris Rust / Judith Mottram's project, Research Review – Practice Led Research in Art, Design & Architecture	IM / CR	20 April 2007 Meeting of initiative Steering Group. CHEAD confirmed its agreement to continue the initiative on existing terms. July 2007 To arrange a meeting between A. Boddington, C. Smith, IM, FC, CR to discuss ways forward	To note: - CHEAD position and that meeting is going to be held.
3.2*	To review CHEAD research strategy	July 2007 To review position and identify action in new areas, such as research supervision	IM / Exec ??		To discuss possible areas for activities and Executive to lead
3.3	Establish, maintain & develop relationship with new AHRC Chief Executive/Deputy Chief Executive	Autumn 2007 Regular meetings with AHRC leadership July 2008 To review relationship	FC / IM / GM		
3.4	RAE To maintain and strengthen CHEAD's position with regards to RAE	To keep abreast of further developments regarding future of RAE.	IM / Exec		To discuss possible concerns / actions in 07/08
4	Curriculum				
4.1*	To formulate strategy for CHEAD with regards to the curriculum and explore links with other strategic areas <ul style="list-style-type: none"> • Knowledge Transfer • Endangered subjects • Sustainability (ideas generated by Cardiff Conference) 	To review / consider CHEAD's influence on curriculum and research debates	FC / EH / DK		To discuss - scope and focus for strategy, taking into account P. Roberts' talk at May B/F meeting - timescale for any activities - Executive participation
4.2	QAA To keep abreast of subject benchmarking developments at Undergraduate and Postgraduate levels	To keep a watching brief on developments	GM / EH		To note - timing of consultation period

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4.3	Leitch Review	2007 – 2008 To evaluate key implications for HE A&D curricula emerging from the review	EH / DK (FC / GM ??)		To discuss - implications for CHEAD arising from the Review (Exe/July/11) - timing of any follow-up activity - Executive leads
4.4	National Student Survey	2007-2008 To evaluate implications for CHEAD members and to identify further possible action.	DK / CR	3 July 2007 John Last to discuss his analysis of NSS scores for A&D courses with Executive.	To discuss - challenges and possible actions <i>(to be discussed under agenda item 7)</i> (Exe/July/7)
5	Progression / Widening Participation				
5.1	Keep progression issues under review <ul style="list-style-type: none"> • Progression from school to HE • Influence on the A&D curriculum at secondary and primary level • Resource levels in curriculum in schools • Consistency of delivery • Requirements for entry to HE • Craft skills 	To review and identify specific agenda items for CHEAD.	PC / MD / BC	Ongoing process.	To discuss - are there any specific areas of concern for CHEAD action? - Executive leads
5.2*	WP Follow up key recommendation from CHEAD research project: Widening Participation in Art & Design Higher Education	To identify and advance further action emerging from report and subsequent activities.	FC / BC	24 May 2007 Development workshop held to discuss scope for follow-up activities	<i>Paper ## refers</i> To discuss: - proposal and further action, , funding and Executive leads for longitudinal study. - any other activities arising from the workshop
5.3	Improved links with schools agenda	Review DfES / DCMS report, <i>Nurturing Creativity in Young People</i>	CM / DT	17 May 2007 Paul Roberts, author of DfES report, spoke at CHEAD Forum meeting.	Item 4.1 refers

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5.4	Creative Partnerships To maintain & develop relationship	2007-2008 To support Creative Partnerships in the development of socially engaged teacher training	FC / CM / DT	17 May 2007 Paul Collard, Executive Director, presented at CEHAD Forum meeting.	To discuss: - activities arising from P. Collard presentation, 17 May. (Exe/July/12)
5.5	14-19 To keep abreast of issues pertaining to 14-19 issues	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	CR / FC / DK / EW	March 2007 Skillset submitted proposal for consultancy project, to be concluded 30 April.	To note - CR to update Exec on any further developments
5.6	LSC Review of funding for National Diplomas To keep abreast on developments and to engage in the consultation process.	To keep a watching brief	EW	4 May 2007 Hosted discussion seminar to review position and to evaluate matters arising from LSC Funding Review of FAD.	To note - that this has been discussed under item 5 of the agenda
5.7	To keep abreast on developments related to Post Qualification Applications	To represent views of CHEAD membership on PQA A&D working group. To review implications for CHEAD members arising from key agreements.	DT / IP	20 February and 24 April Meetings of the PQA A&D working group. CHEAD represented by Dianne Taylor.	
6	Knowledge Transfer				
6.1*	To identify strategic action for CHEAD in relation to Knowledge Transfer agenda	Review of KT agenda	MW / GM	May 2007 Report from CHEAD Knowledge Transfer seminar, 30 November '07, circulated to membership. 3/4 July 2007 To review position	To discuss: - actions arising from KT report (Exe/July/13) - review of CHEAD KT strategy - review of themes of KT and Entrepreneurship
6.2	To review matters arising from ADM-HEA/NESTA Research Project: Entrepreneurship in the Creative Industries	To maintain a watching brief	MW / ???	May 2007 Launch of report	To discuss: - any actions arising from the report (Exe/July/14)

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6.3	To organise Knowledge Transfer seminar in co-operation with University of the Arts London	Autumn 2007 To conduct successful seminar	FC / CR / MW	March 2007 CHEAD signalled willingness to co-operate to Keith Bardon, UAL.	Oral update from CR / FC. To discuss: - any further action - Exec leads
7	Projects & Events				
7.1	Artists' Access to Art Colleges Project Years 7 & 8 Successfully to continue and consolidate the AA2A project and co-operation with CHEAD Executive.	<ul style="list-style-type: none"> To monitor and evaluate Year 8 To embed AA2A into the HE VA landscape. Summer 2008 Review of funding and progress to date	EH / MD / CR	March 2007 ACE Yorkshire advised that AA2A would not be able to achieve status of Regularly Funded Organisation in this period. CHEAD agreed to keep watching brief. 14 May 2007 Meeting arranged between GK, CM, CR and W. Mason to discuss project progress.	
7.2	UCAS To conduct in-depth analysis of improved statistics from UCAS	<ul style="list-style-type: none"> To evaluate how the project could be of maximum benefit to CHEAD members To receive set of provisional results for feedback from UCAS. To receive full year statistical analysis. Summer 2008 Review of project	PC	April 2007 Publication of key word analysis Summer 2008 Planned publication of guiding paper detailing how best to use project data.	
7.3*	HEIs' Galleries Network	2007 – 2008 To explore scope and initiate network of A&D HEIs' galleries May 2008 To review progress	CM		Oral update from CM
7.4*	Graduates Destinations To collaborate with UAL to conduct research into graduates' career progress.	Summer 2007 To explore insights for the organisation of the project from previous project, Destinations and Reflections. 2007 - 2009 To conduct successful project	FC / CR / BC / DT	16 July Meeting arranged by Elizabeth Rouse of key parties.	Oral update from CR / FC To discuss: - Exec leads
8	Relationships with other organisations				

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8.1	To establish strategic links with key external organisations through regular (annual) meetings.	September 2007 To organise and conduct successful meeting. Spring 2008 To review progress and membership to see if other groups should be included	FC / GM / CR / DT		
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"> • To share information • To produce co-ordinated responses to consultation papers where appropriate. September 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	July 2007 Discussion meeting planned.	Oral update from CR
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 2007 To map respective areas of activities and explore joint action on key strategic issues Spring 2008 To review liaison.	FC / CR	Autumn 2007 Meeting to be arranged.	
8.4	GLAD	To establish and maintain regular contact with GLAD	FC / DT	GLAD invited to the CHEAD Subject Associations Links Group	
8.5	ADM HEA To establish and maintain positive working relationship with ADM HEA.	To maintain and develop regular contact with ADM. Spring 2008 To review progress	CR / FC	January 2007 CHEAD offered a seat on the ADM HEA Management Board. Seat to be taken by CHEAD Chair.	
8.6	ELIA	To establish and maintain working relationship	FC / CR / Exec?	March 2007 Representatives from CHEAD Executive invited as regular observers to ELIA Executive meetings	Oral update from FC
8.7	UCAS To develop relationship	To hold regular meetings with Anthony McClaran, Deputy Chief Executive	FC / GM / CR	Summer 2007 Meeting to be arranged between AM, FC, PC and CR.	

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8.8	Arts Council England To establish strategic relationship with the ACE in order to enhance the co-operation between A&D HEIs and ACE across the regions.	To keep a watching brief Spring 2008 To review position	CM / BC		
8.9	Arts Council England Strategy for Higher Education To support ACE in the implementation of the HE Strategy.	2007 – 2008 To explore further ways of supporting the implementation of the HE Strategy.	CM / Exec		
8.10	Arts Council England Strategy for Visual Arts – Turning Point To support ACE in the implementation of the VA Strategy, as far as it relates to HE.	To maintain a watching brief	CM / FC / Exec	Spring '07 V. Reiss leaves ACE, to be replaced until further notice by Tessa Jackson, interim director of visual arts department.	
8.11	Design Council 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	Design Council is a member of the CHEAD Links Group.	
8.12	Crafts Council To develop relationship	To establish links with Crafts Council	IP / MD	Crafts Council is a member of the CHEAD Links Group. Ian Pirie is the CHEAD contact for Crafts Council Meeting to be arranged for Summer 2007	To discuss: - any possible activities
8.13	Sector Skills Councils To keep abreast of developments. CC Skills Council Develop relationship	To monitor developments and identify appropriate action for CHEAD.	GM / MW / Exec		To discuss: - ways to develop relationships with the SSCs more proactively.
8.14	CCSkills – Advisory Panels: Design Skills Advisory Panel: <ul style="list-style-type: none"> To enhance relationship with DSAP Advisory Panels for the Performing, Visual and Literary Arts <ul style="list-style-type: none"> To establish relationships with advisory panels. 	To monitor developments and identify action for CHEAD.	FC / GM / IP	13 February '07 Meeting with L. Morris and representatives from DSAP to discuss issues related to curriculum design emerging from Design Skills consultation.	

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8.15	Other Sector Skills Councils To keep abreast of developments	2007 / 08 To monitor developments and identify action for CHEAD.	FC / CR	Ongoing positive working relationship with Skillset on the 14-19 Creative Media Diploma (see <i>item</i>) Autumn 2007 Meeting to be arranged with Linda Florence, Skillfast	
9	Business Meetings, Fora and Annual Conferences				
9.1	Business / Forum meeting 15 November 2008	15 November To book London venue and to identify theme, speakers	CR		To discuss: Theme, speakers
9.2	12 / 13 / 14 March 2008 CONFERENCE, BELFAST	September 2008 To finalise themes and speakers	CR / MD / FC / IM	Conference to be held at Europa Hotel, 12-14 March 2008 Conference theme: Art, Design & Technology	To discuss: - revised conference format - speakers (Exe/July/15)
9.3	Business / Forum meeting May 2008	Date, venue, theme, speakers	CR		To discuss: Date, theme
9.4	2009 Conference, Berlin	Berlin venue to be booked, theme for conference to be agreed, speakers to be booked.	CR / FC / MD / DT		To discuss: - working group - conference theme - dates for visit
10	CHEAD Communication with Membership				
10.1	To revive CHEAD online register of External Examiners	May 2007 – May 2009 To review old register and to develop new, self-sustaining register	IP / FC / GM / CR	20 March 2007 Initial plans discussed at CHEAD Executive meeting to develop more effective and manageable register that would also tie in with CHEAD's general research position.	Oral update from IP To discuss: - Viability of register - timescale of project.
11	CHEAD Administration				
11.1	To set up register of expertise of CHEAD Executive members	3/4 July 2007 To set up register.	CR / FC		To discuss: - general areas of interest
12	Elections of Officers, Members of Executive, Co-options				
12.1	Co-option of members to Exec	September Executive			

Item	Priority area of activity	Specific milestone / target	Responsibility	Current position/outcome	Bournemouth Executive
12.2	Elect new Exec members	March 2008 Announce elections. May 2008 Election to be arranged.			