

CHEAD STRATEGIC PLAN 2009 – 2013

CHEAD provides leadership and an inclusive, cohesive body for and on behalf of Art and Design higher education in the UK four nations, advancing knowledge and understanding in the sector and promoting the sector's interests to others.

CHEAD focuses on art and design subjects; these subjects relate closely to other subjects – for example: media, performing arts, architecture, and art and design history – CHEAD welcomes interaction with and between these subjects. CHEAD Executive members and officers, in carrying out the business of the organisation, place the wider interests of the sector first. CHEAD shares with its members the objective of enhancing the student experience of HE in Art and Design, and respects the independent and diverse approaches adopted by members in this regard.

For the Strategic Planning period of 2009 to 2013, CHEAD has established six areas for attention:

Programmes

- Policy
- Leadership Development
- Research
- Strategic Alliances
- Communication
- Finance and Infrastructure of the Organisation

Policy

The overarching aim is to continue to inform, influence and initiate policy in higher education in art and design at the level of the United Kingdom and at other levels for the benefit of the sector.

The objectives are:

- to develop and maintain relationships with government, planning and funding bodies, validation, examination and awarding bodies; and relevant PSRBs
- to anticipate and influence current policy debates relevant to the sector
- to articulate and promote the value of higher education in art and design, specifically the value of the beneficial economic and social impact, to the wider world
- to project externally the important contribution of HE in Art and Design to the creative economy in the UK and beyond
- to collaborate with other mission groups to pursue and secure appropriate funding for HE in Art and Design.

Leadership Development

The overarching aims are to develop the capacity of leadership in the sector; to enhance the professionalism present among leaders; and to continue to provide a supportive and collegiate professional network for members.

The objectives are:

- to devise and provide a CHEAD leadership development programme rooted in a profound understanding of leadership needs in the sector
- to practise high quality succession planning in the organisation, developing emerging leaders and ensuring that the knowledge of those leaving the sector or organisation is retained; and to promote similar activity among the member institutions
- to continue to integrate opportunities for professional networking into all CHEAD events and to roll out networking services to members through the CHEAD office.

Research

The overall aim is to raise the level of research in art and design and to promote a greater understanding and appreciation of research activity within the academic and external communities.

The objectives are drawn mainly from the Subject Overview Report from UoA 63 Art and Design from the 2008 Research Assessment Exercise, and they are:

- with other relevant groups, to support the sector in achieving sustained excellence in those research areas that require significant investment
- with others, to support members in the drive to maintain the infrastructures necessary 'to integrate critical engagement, research and scholarship with the practical work of cultural production so as to ensure close dialogue with research users'
- to work with other groups and organisations to capture examples of best practice in research and to disseminate those to the sector through a series of events and seminars.

Strategic Alliances

The aim is to continue to provide multi-agency fora for debate and exchange of information and ideas in HE Art and Design for key organisations and members to enable the interests of the sector to flourish.

The objectives are:

- to maintain the Links Group and the Subject Associations Links Group and to improve their efficacy in meeting shared objectives
- to initiate, develop and sustain partnership working, fostering cohesion between the various specialist and project groups that populate HE Art and Design, providing a focal point for the sector
- to support, initiate, develop and manage focussed projects as required to meet CHEAD's strategic objectives.

Communication

The overarching aim, in the interests of advancing the wider sector, is to raise CHEAD's profile and professional reputation within the membership and in the wider context in which it operates.

The objectives are:

- to advocate for the sector in a manner that is confident, determined, professional and inclusive
- to disseminate information through a variety of media about CHEAD and its activities
- within CHEAD, to disseminate information through various media from other sources that is relevant to members' professional interests and supports efforts to influence the influencers.
- to organise successful CHEAD activities, particularly membership business meetings and fora, conferences and seminars
- to gather, assimilate, interpret and disseminate data and evidence to support CHEAD objectives and, where necessary, to commission the supply of such data, all to provide a strong evidential base for CHEAD activity.

Finance and Infrastructure of the Organisation

CHEAD will continue with its process of continuous professionalising of its operations in which maintaining and developing the quality of its staff is an essential part.

Specific tasks and undertakings to support this aim will be agreed regularly by the Executive and incorporated into annual operating statements throughout the Strategic Plan period: these will include diligent financial planning and management; the understanding and management of risks to the organisation; and ensuring the long term sustainability of CHEAD

**CHEAD Executive Committee
September 2009**

- last updated January 2010