



**Recruitment Pack  
Pro Vice-Chancellor  
Creative Education**





I'd like to thank you for your interest in joining the University for the Creative Arts.

I'm proud of UCA's talented and creative staff and students, and all that we stand for. As a specialist creative institution, we place a high value on the power of creativity, the importance of diversity and inclusion, and the necessity of delivering an educational experience that encourages students and staff to develop their own creative voice, and practice. Because of this, our students and staff confidently seek out opportunities to make a difference, to their worlds and ours.

This new role, Pro Vice-Chancellor Creative Education, offers an exciting challenge as UCA moves into a new era, guided by a fresh University Strategy and the ambition to be the sector's leading specialist creative institution.

The Pro Vice-Chancellor Creative Education will contribute to, develop and lead our Creative Education strategy which seeks to enhance our creative practice pedagogy, deliver a curriculum that is practice-based, driven by lived experience, research and knowledge exchange, and co-created with staff, students and industry partners. This role will drive forward our REF, TEF and KEF submissions, and ensure our creative education is relevant, engaging and delivers creativity and innovation.

We are committed to enhancing our creative practice pedagogy and developing our staff in this area. We have already established UCA as an innovator in educational delivery, and we intend to build from this strong foundation. We are already leading the way in creative research, with our REF 2021 result placing us as the UK's top specialist art and design university for world-leading research outputs – an impressive 99% of our research activity was recognised internationally for its quality.

Our campuses offer exceptional access to specialised equipment and technology supporting high-end digital arts through our Design, Games and Screen Schools, as well as preserving and extending the traditional crafts of ceramics, glasswork, jewellery and sculpture. UCA has a unique combination of disciplines and our focus on art, craft and artistic practice is further enhanced by our Business School for the Creative Industries. We understand both the act of creation, and the business of art and creative industries, ensuring our staff and students can find their creative voice, hone their talent and develop the skills to have a career in the creative sector.

We are strongly rooted in our local communities, with many of our students local to Surrey and Kent, and our projects co-created with local businesses and industry partners. Through our international education partners and research collaborations we are also globally connected, benefitting both students and staff.

From these foundations we intend to continue to grow and develop, to create an exciting environment for our students and staff, and to prepare them for their creative endeavours – wherever that takes them.

The next part of the story is ours to write. If you are looking for an exciting role where you can lead educational transformation in a creative environment, please do get in touch.

With best wishes,

**Professor Jane Roscoe**  
President & Vice-Chancellor





UCA has a vibrant creative community of around 11,000 students from all parts of the UK and overseas, studying a wide range of specialist pre-degree, undergraduate and postgraduate courses at our UK campuses, the Institute of Creativity and Innovation in China, and in our other partner institutions an inclusive university that celebrates difference, we prioritise creating a supportive environment for students and staff to find their individual voices and nurture their personal creativity.

We have campuses across Surrey and Kent, and a unique combination of disciplines that span the traditional craft areas such as ceramics, glass and jewellery, as well as fine art, architecture and design together with digital arts, screen arts, performance and games. We have particular strengths in creative pedagogy and have a highly respected research performance that produced excellent results in 2021 REF. Our partnerships with industry and professional bodies now position us well for KEF. We are an important contributor to both the UK and international creative talent pipeline that fuels the creative sectors. And we are both responding to and shaping the future of the arts and creative industries.

One particular strength of UCA is the Business School for the Creative Industries. The arts and creative sectors are booming, both in the UK and internationally. UCA is in the unique position of being able to both contribute to the talent pool of those creating content for the art and creative industries, but also in producing the business leaders of this multi-billion-pound sector. Our Business School supports our students to have a head start in their creative careers by equipping them with the skills and attributes to start their business and be industry ready. It also provides the opportunity to respond to the rapid changes shaping the business of our sector through research, analysis, policy advice and co-created industry training.

#### Canterbury

School of Architecture & Design  
School of Fine Art, Crafts & Photography (also at Farnham)  
UCA Doctoral College

#### Epsom

Business School for the Creative Industries  
School of Fashion & Textiles  
UCA International College (also at Farnham)

#### Farnham and Maidstone

School of Communications  
School of Games & Creative Technology  
School of Film, Media & Performing Arts (Television Production is taught at Maidstone Studios)  
School of Fine Art, Crafts & Photography (also at Canterbury)  
UCA International College (also at Epsom)

#### Institute of Creativity and Innovation (ICI), Xiamen University, China

Visual Communication Design  
Environmental Design  
Digital Media Arts

#### Global Partner institutions

Berlin School of Business and Innovation (BSBI)  
The Millenium Universal College, Pakistan (TMUC)  
London College of Contemporary Arts (LCCA)  
London College of Contemporary Music (LCCM)  
Hong Kong Management Association (HKMA)  
Singapore Raffles Music College  
London School of Design and Marketing (LSDM)



Student credit: Zhaojun Wang

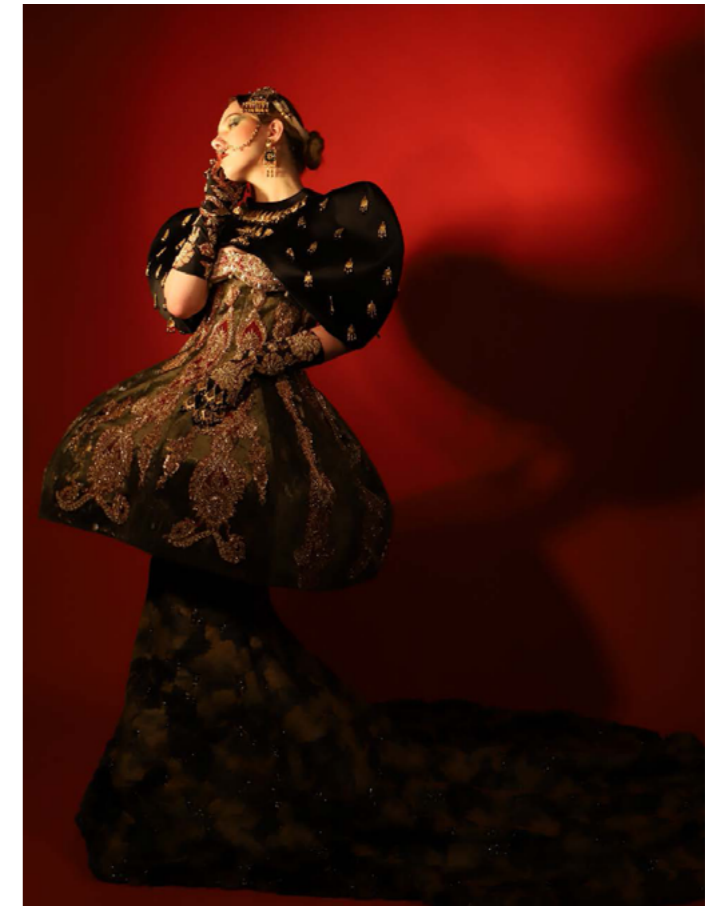
With a long track record of delivering high quality education that prepares graduates for careers in the creative industries, we have been pioneering innovative ideas and practices in creative education for more than 160 years.

- › We are the second highest-ranked specialist creative university in the UK for 2024, according to The Guardian.
- › UCA is the UK's top specialist art and design university for world-leading research outputs in the most recent Research Excellence Framework, with 99% of its research internationally recognised for quality.
- › We are the third highest-ranked specialist creative university in the UK in The Times / Sunday Times and Daily Mail for 2024.
- › Our architecture courses are ranked fifth for teaching quality in The Guardian and The Times / Sunday Times for 2024.
- › Our architecture courses are ranked seventh for student experience in the Times / Sunday Times for 2024.
- › Our interior design courses are ranked eighth in the UK by The Guardian for 2024.
- › UCA is ranked eighth for its tutor-to-student ratio in the 2024 Complete University Guide, The Guardian and The Times / Sunday Times.
- › We are ranked 15th for Fashion & Textiles in the UK by The Guardian for 2024.
- › UCA holds a silver award for the high quality of its teaching and is recognised as offering outstanding professional development to staff (TEF, 2023).
- › We opened our first overseas campus in 2019, partnering with Xiamen University, China, to establish the Institute of Creativity and Innovation.
- › Our unique Business School for the Creative Industries in Epsom was the first of its kind in the UK and offers franchised courses around the world.
- › Leading industry partnerships include those with the National Theatre, London Fashion Week, Warner Bros. and Vogue Magazine.
- › Our students, staff and graduates are making waves in every corner of the creative industries, and winning awards and prizes from Golden Globes to Pulitzers.
- › Our honorary graduates and alumni include Yinka Ilori MBE, Jonathan Anderson, Banksy, Naomi Campbell, Sir Bob Geldof, Gareth Edwards, Karen Millen, Dame Tracey Emin, Dame Zandra Rhodes, Oscar-winner Daniel Greaves and Peppa Pig creator Mark Baker.

#### Our Chancellor

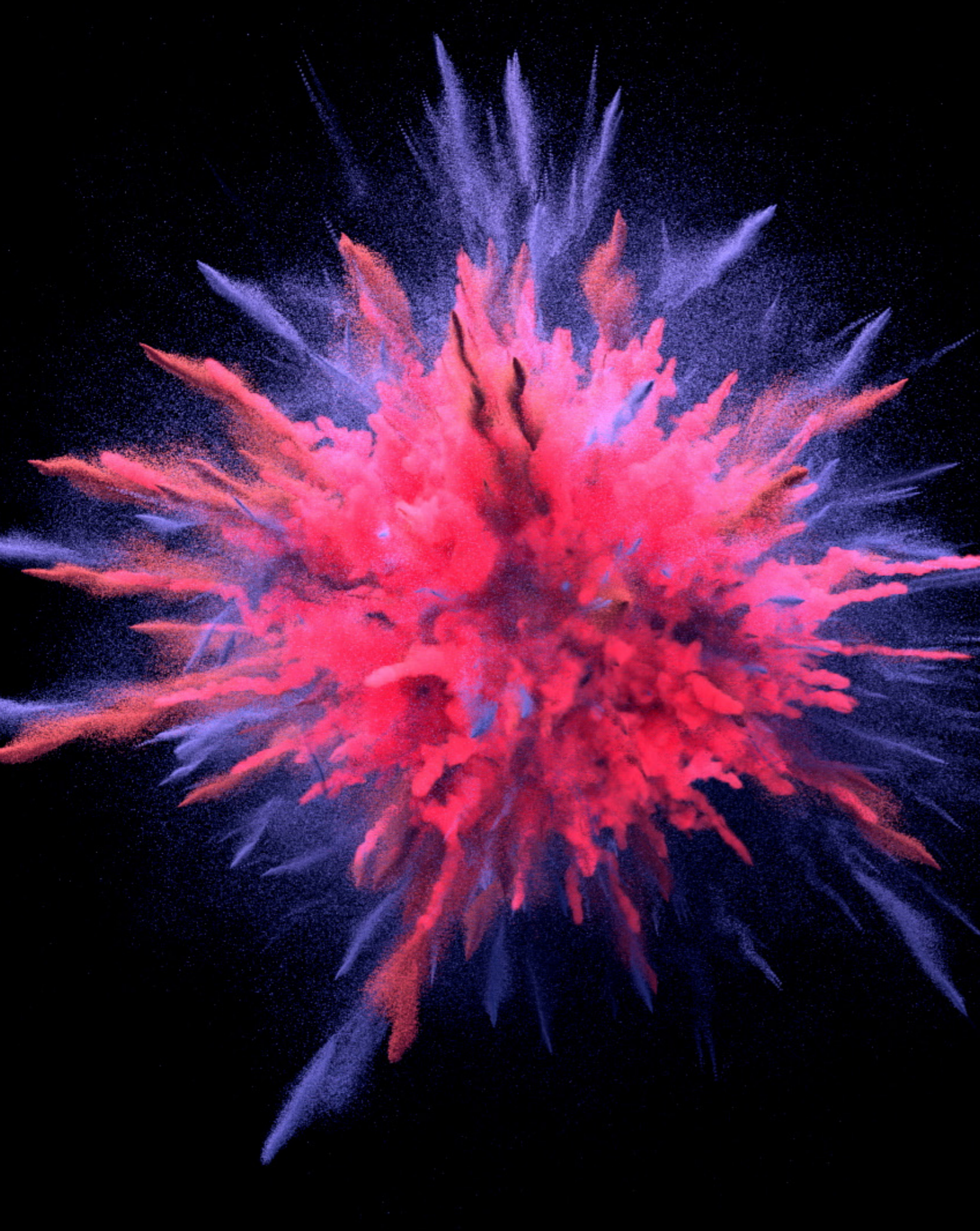


**Professor Dame Magdalene Odundo DBE**  
Internationally renowned ceramicist, UCA alumna and Professor Emerita.



Student credit: Aziz Khurram





We are ambitious for our students and for UCA as a specialist organisation, and we aim to be the sector leader in practice-based creative education. Our strategy is being developed to ensure that we establish a curriculum and an environment that supports students to find their creative voice, gives them a head start in their creative careers and prepares them to work at the forefront of the creative industries.

To deliver on this we are investing in our staff. Supporting them in their teaching, research and practice, so they can be their best. We are proud of the achievements and contribution our staff make – we couldn't deliver the fantastic student experience without them.

We are also investing in both our estates and our infrastructure to ensure we future-proof the University enabling us to respond to new and emerging technologies. We want our campuses to be responsive to the changing needs of students, and industry, and a digital infrastructure that allows us to take advantage of next generation technology. We are working differently and that means embedding sustainability and ethics across the University, in how we teach and how we operate. It's one of the ways in which we think we can make a difference. Our operational transformation work will prepare us for the ongoing challenges ahead.

UCA is already a place of acceptance, understanding and equity of opportunity. All staff and students are supported here to be themselves, and to find their own voice and own creative pathway. We intend to keep building on this, making UCA a great place to study and work. We take co-creation seriously and we are committed to making it a place staff and students are proud of.

UCA comes alive through the creative work our staff, students and partners do, whether that is on one of our UK campuses or at one of our international partner sites. We will continue to grow our UCA creative community, drawing in partners from across the creative and business sectors, and engaging both locally and globally.

There are challenges ahead for the HE sector, and for the arts and creative industries, but UCA is driven by creativity, full of colour and bursting with energy. We are ready for change, challenges and for our next chapter.



Student credit: Ellie Byers



Student credit: Abbie Smith



The Pro Vice-Chancellor Creative Education will contribute to, develop and lead our Creative Education strategy which seeks to enhance our creative practice pedagogy, deliver a curriculum that is practice-based, driven by research and knowledge exchange, lived experience, and co-created with staff, students and industry partners. This role will drive forward our REF, TEF and KEF submissions, and ensure our creative education is relevant, engaging and delivers creativity and innovation.

This role will lead three areas: Creative Education, Creative Futures and Research and Innovation.

The Pro Vice-Chancellor Creative Education will work with Directors of Schools, technicians and professional services to proactively support students to ensure an outstanding student experience.

The role will work closely with the Students' Union (UCASU) to ensure a strong student voice within UCA - to support and foster partnership and co-creation. It will develop and mobilise a creative network of industry and professional body partners. The role will work closely with other members of the University Executive to bring to life our education ambitions and to drive forward the UCA strategy.

**This is a professional, demanding role within a complex organisation with an ambitious strategic plan and agenda for change.**

#### Main Responsibilities

This role profile is non-contractual and provided for guidance. It will be updated and amended from time to time in accordance with the changing needs of the University as determined by the President & Vice-Chancellor.

- Responsibilities of the role
  - › The role will support the President & Vice-Chancellor in the execution of the University strategy. As a member of the University Executive Group they will be expected to contribute to the strategy and, operational running of the University. This position will play a key role in the transformation of UCA through leadership and execution of the Creative Education strategy and by supporting staff and students on this journey.
- Key accountabilities
  - › Work with the President & Vice-Chancellor to develop, implement, deliver and monitor progress against the University's strategic priorities set out in our Creative Education strategy.
  - › Lead workstreams and strategic projects that drive forward our Creative Education ambitions.

- › Line manage the following positions: Director of Creative Education, Director of Research and Innovation, Director of Creative Futures.
- › Lead the strategic projects that will drive forward our Creative Education workstreams and ambitions.
- › Lead and contribute to the development of a centre of excellence for creative practice pedagogy.

#### Representation

- › When appropriate, represent the President & Vice-Chancellor and the University on educational matters, on internal and external bodies, committees and boards, including attendance at local, regional and international activities.
- › Participate in corporate management and governance and to chair committees or groups as required.

#### Core Requirements

- › Adhere to and promote the University's policies on Equality, Diversity and Inclusion.
- › Ensure compliance with Health & Safety, Information Security and Data Protection Legislation.
- › Support and promote the University's Sustainability policies, including the Carbon Management Plan, and carry out duties in a resource efficient way, recognising the shared responsibility of minimising the University's negative environmental impacts wherever possible.

#### Additional Requirements

- › Undertake any other duties as requested by the President & Vice-Chancellor commensurate with the grade.
- › The role holder will be expected to show flexibility in working arrangements, including working hours, to ensure that the Creative Education workstreams deliver the required level of service.



Student credit: Rosie Vranoci

#### Leadership Behaviors

All senior managers will demonstrate the following leadership behaviours:

##### Leads Authentically and Inclusively

Demonstrates and articulates high expectations of self and others to improve and sustain performance. Seeks to give feedback that is credible and challenging, as well as supportive and encouraging to improve performance where needed. Inspires and actively empowers individuals and teams to deliver on tasks, to maximise their performance and potential. Is aware of their biases and preferences and seeks out and considers different views and perspectives to inform decision-making.

##### Leads Change

Shapes and articulates the overall vision, setting a clear direction that engages and connects people in the delivery of change plans. Learns from experience and has confidence to try new ideas, drawing from internal and external sources. Willing to take on new challenges and maximises future opportunities and possibilities. Fosters a growth mindset.

##### Builds Trust

Builds trust in a shared purpose and empowers team members to achieve objectives. Uses clear language, actively listens, encourages feedback and can be trusted to deliver. Influences with integrity, actively builds working relationships and challenges inappropriate behaviour. Values equality and diversity and personally demonstrates an inclusive approach.

##### Thinks and Acts Strategically

Understands the context and environment in which the University operates and how its performance compares to its competitors. Seeks and assimilates different types of information to make informed decisions that are consistent, clearly communicated and followed through. Demonstrates sound judgement based a clear set of values. Develops effective networks and partnerships both internally and externally. Actively refers to the University's strategy and contributes to the student experience.

##### Personally Effective

Has the ability and confidence to interact effectively with people in a range of contexts. Demonstrates emotional self-awareness and reflects on the potential impact of their behaviour on others. Exhibits an engaging, energetic and enthusiastic leadership style, role modelling expected behaviours and encouraging feedback on own performance.



**Person specification**

Candidates will be able to demonstrate:

**Experience**

- › Significant experience in a senior academic leadership role
- › Recognised achievements in professional or creative practice, teaching excellence, including curriculum design or expertise in creative practice methodologies
- › Evidence of research and knowledge exchange activities and leadership
- › Significant experience of working in a medium-to-large complex organisation
- › Significant experience of leading the implementation of organisation wide strategic projects
- › Substantial experience of leading and inspiring staff with a wide range of interests and backgrounds to achieve common objectives
- › A demonstrated ability to operate efficiently and effectively within a context of agreed budgets and a set of institutional guidelines and procedures
- › Significant experience of leading and managing impactful curriculum, culture or staffing change
- › A personal commitment to the achievement of the highest possible level of quality and to service delivery within a framework of equal access to opportunities for both students and staff
- › Strategic awareness of the arts and creative sector, the Higher Education sector and national trends and innovations
- › Proven track record of managing senior level relationships.

**Knowledge and Skills**

- › Deep understanding of the creative sector
- › The ability to inspire and motivate others
- › Excellent interpersonal skills, skilled in negotiation, team working, networking, advocacy, and ability to plan, manage and implement change effectively
- › Strong written and oral communication skills
- › Skilled at taking an evidence-based approach to decision making
- › Creative problem solving
- › Advocate for the University and its values.

**Qualifications**

- › PHD or equivalent professional practice
- › MA or MSc in a related subject
- › Relevant professional memberships.

**Personal attributes**

- › A commitment to delivering our values of inclusion, collaboration and impact
- › Respect for the purposes of the University and a belief in, and commitment to, the role of Higher Education in society.





Candidates should apply for this role through our retained advisors, Networked, at:

[www.networkedpeople.com/uca-pvc-education](http://www.networkedpeople.com/uca-pvc-education)

The deadline for receipt of applications is midnight on **Monday 9 September 2024.**

Please send applications to:

[uca-pvc-ed@networkedpeople.com](mailto:uca-pvc-ed@networkedpeople.com)

Please include a full CV and a letter of application (no longer than two pages) setting out your interest in the role and explaining how your attributes and skills align with those for which we are looking.

Informal questions regarding the post should be directed to Hamish Laing at Networked via:

[hamish.laing@networkedpeople.com](mailto:hamish.laing@networkedpeople.com) or +44(0)7861 329463



Student credit: Chloe Tang