



*BA Fashion. Photo: Miguel Martin*

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Dean of M-School

Central Saint Martins  
University of the Arts London

## Candidate Pack

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## 01. Introduction from the Head of College, Central Saint Martins

Thank you for your interest in the role of Dean of M-School at Central Saint Martins.

Central Saint Martins (CSM) has an international reputation as a world-leading art school producing generations of extraordinary creative practitioners who have had significant impact in the creative industries shaping how we see the world. The College has a legacy of engaging with the global debate about the arts, performance and design, and their role in societal transformation. This is at the heart of what we do: we challenge what people think they know about the arts, performance, and design, and how it shapes and impacts us all.

Creativity is at the brink of great change and there is a galvanising call embedded at the heart of our [University's Strategy](#). To remain at the heart of creative education in an era of polarisation and new intelligences, a total rethink is underway in our systems, skills and the sectors we partner with.

To build on the College's core spirit of interdisciplinarity and thematic integrity as an art school, CSM is embarking on an exciting College-wide transformation to create three Schools of Thought: C-School, S-School and M-School. There is a deliberate de-emphasising of disciplinary categories such as art, design and performance. The current naming strategy emphasises the whole (C + S + M = CSM) and aims to allow space for working across schools and adapting to societal and planetary conditions as called for in our University's ambitious strategy.

Our CSM Schools will be open, adaptive and (re)generative. They will foster communities – of staff, students and collaborators – with a shared sense of purpose, practice, pedagogy and enquiry. The thematics invite conceptual challenge as they plot coordinates around the programmes and courses identifying challenges that each School can explore in its teaching, research and knowledge practices. There is space to ensure students and staff can approach issues of social, racial and climate justice through their practice.

Each School will be led by a hypothesis, a collective purpose agreed and described by the School community that brings disciplines, students and staff communities together. The ambition is to build further on CSM's interdisciplinary strengths, to enable new pathways and models of study whilst crucially growing the capacity and impact for practice research, knowledge exchange and innovation through interdisciplinary themes. As noted by our students, it is not just what you learn, but how you learn. As Dean of School, you will lead, co-design and articulate this purpose for M-School.

We hope you find this to be an exciting opportunity and will consider joining us on this journey. We look forward to receiving your application.

### **Professor Rathna Ramanathan**

Head of College, Central Saint Martins  
Pro-Vice Chancellor, University of the Arts London



## 02. Executive Summary

Central Saint Martins has an international reputation as a world leading art school producing generations of extraordinary creative practitioners who have had significant impact in the creative industries and shaping how we see the world. The College has a legacy of engaging with the global debate about the arts, performance and design, and their role in societal transformation.

University of the Arts London is seeking a dynamic, strategic and highly experienced academic to join Central Saint Martins (CSM) as Dean of M-School. This is a unique opportunity to help shape the future of education at one of the world's most influential creative arts institutions.

CSM has ambitious plans to regenerate and transform, building on the College's core spirit of interdisciplinarity and thematic integrity as an art school, the proposal is to create three Schools of Thought: C-School, S-School, and M-School. Leadership of the Schools includes as a priority, the building of a vision along with academic colleagues, identifying the potential for creating an academic environment which promotes outstanding research, creative practice, and public-facing knowledge exchange. It is preferred that the Dean's own practice and academic background are associated with one of the programme areas in the School.

The Dean will play a vital role in the academic culture, organisation, and profile of CSM, overseeing a vibrant, inclusive, and high-quality student experience. The role is both internal facing in relation to academic programmes and courses, and external facing in developing collaboration and partnerships with external bodies, the full range of industries related to the College's disciplines, and academic and professional networks.

The role provides dynamic and delivery-focused academic leadership and operational management for the School and contributes to the strategic development of the College and University. The Dean will be involved in the development of strategy, policy and operations at College and University level through membership of committees and working groups.

It is essential that the Dean can think dynamically and entrepreneurially about the future of arts and design education within the College and is able to align and motivate staff at all levels to achieve the University's and College's strategic ambitions.



Aramatou Toure BA Textile design. Photo: George Eyo

### 03. About the University of the Arts London

For the 5th consecutive year, University of the Arts London (UAL) has been ranked 2nd in the QS World University Rankings by Subject 2023 for Art and Design and is the top institute offering undergraduate courses.

UAL offers an extensive range of courses in art, design, fashion, communication and performing arts, with graduates going on to work in and shape creative industries worldwide. Our diverse and talented community comprises over 5,000 academic, professional, and technical staff. Together we are committed to social purpose. This includes creating a better and more sustainable world and championing race equality. Across the University, we offer a learning environment in which originality is recognised, difference is respected, and excellence is pursued. Our values centre on social justice and environmental stewardship. We respect and encourage the academic freedom of our staff and the natural curiosity of our students.

With more than 21,000 students from over 130 countries (49% of whom are from outside the UK), 4,500 staff, and an annual budget of circa £260 million, the University of the Arts London is Europe's largest specialist arts and design university. Our University not only awards more than 7,500 undergraduate and postgraduate degrees each year but also delivers short creative courses and executive education to over 20,000 students.

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 is led by an Executive Board, chaired by President and Vice-Chancellor, James Purnell, and governed by a Court of Governors, chaired by David Isaac.

Since the release of the rankings in 2022, UAL has:

- Been named a **top 5 greenest University** and the highest ranked London university in the Green League
- Introduced a **sector-leading equal parental leave policy**
- Become a **Top 20 Guardian University** and climbed 5 places in the **Complete University Guide**
- Launched the new **AKO Storytelling Institute**
- Unveiled new undergraduate and postgraduate degrees in **Computer Science, Data Science and AI, and Creative Robotics**.



### 03. Our Collegiate Structure

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.

UAL is structured as a Collegiate University: each College has a particular academic ethos within a practice-led tradition, informed by its own distinctive history and relationships. 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 six constituent Colleges are as follows:



**Camberwell College of Arts** offers courses in fine art and design and its unique studio culture gives students the freedom to explore their creativity and use facilities that embrace traditional craftsmanship and digital technology.

**Central Saint Martins** is a world leading centre for art and design education, with eight programmes covering a wide range of creative arts disciplines.



**Chelsea College of Arts** specialises in curating, fine art, graphic design communication, textile design, interior and spatial design. It provides students with a stimulating space and supportive atmosphere so they can develop their practice.

**London College of Communication** is a pioneering centre for design and media education. It works at the cutting edge of new thinking and prepares its students to define the future of the creative industries.



**London College of Fashion** is a leading global provider of fashion education, research and consultancy. It offers undergraduate and further education courses, integrated and postgraduate masters, research degrees and short courses.

**Wimbledon College of Arts** is a centre for all aspects of performance education, including acting, costume and stage design.





## 04. About Our Research and Knowledge Exchange

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UAL works to provide a bridge between the educational world and professional practice, and to serve the creative industries. It combines a pursuit of academic excellence with close engagement with its business, creative and cultural partners. It has a vibrant research culture across its six Colleges, with University Research Centres and Institutes which lead innovative research and disseminate this through exhibitions, publications, conferences, festivals and workshops.

### Key Highlights

- Largest submission for Art and Design;
- 85% of research received overall grade of world-leading (4\*) or internationally excellent (3\*);
- 100% of our environment scored 4\* and 3\* – an increase of 10% in 4\* driven by an increase in the size of UAL's PHD programme;
- 90% of our impact was scored 4\* and 3\*;
- Increased the number of outputs submitted while maintaining quality profile with 79.1% of outputs scored 4\* and 3\*;
- An increase in our Grade Point Average to 3.18 from 3.12 in 2014.

## 04. About our Research and Knowledge Exchange

We conceive of research as a world-making activity. Through our practices, theorisations and speculations we challenge the boundaries of our subjects to engage pressing issues focused through three thematic lenses – Identities and Equity, Climate and Ecology, Commons and Publics. Our research covers the entire spectrum of art and design activity, realised through exhibitions, artworks, designs, texts, books, films, photography, fashion, textiles, craft, performance and architectural and spatial practices.

We innovate solutions to emerging social issues. We regularly work in collaboration with national and local government agencies, businesses, NGOs, scientific organisations and policy groups to deliver real-world impacts. Through our partnerships and networks, we develop joint research initiatives, consultancy and public engagement activity that contributes positively to society both locally and globally.

### Project Spotlight



In **Fishskin**, our research focuses on developing a new category of raw material for fashion – fish leather.



#### **Regenerating Print and Dye at CSM:**

The Fashion and Textiles workshops at Central Saint Martins house a growing library of plant-based dye and print options, with a natural Indigo dye that is not only non-toxic, it's safe enough to drink.



#### **The Future of Autonomous Vehicles:**

Renault and Central Saint Martins came together to create a design competition focused on the future of autonomous driving, exploring how autonomous driving could impact on a car's interior environment.



#### **BA Textile Design and Jaipur Rugs**

**Foundation** brought 25 of our weave students together with women carpet weavers from the Aspura village in Jaipur. In small groups they worked together, exchanging ideas and designing together online.



#### **Conscious Design:**

MA Material Futures, BA Jewellery Design and BA Textile Design used upcycled Swarovski crystal to produce design ideas with positive social impact.



#### **Living Minerals:**

MA Biodesign students investigated how we can radically use living systems as a driver for planet-positive innovation.



## 05. About Central Saint Martins

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Central Saint Martins is alive with different ways of thinking, making and doing. Across art, design and performance, our students create the ideas, materials, and actions for a better future. Creative practice combines the ability to imagine new futures with the means to deliver them. As such, artists and designers are equipped to address our urgent global challenges – from tackling the climate and biodiversity emergencies to forging more equitable societies.

Our students work with hope and uncertainty, using their compassion and vision to shape the world through creative action. What we do is always connected to others. Our community goes beyond building, beyond disciplines and beyond borders. From local neighbours to global partners, Central Saint Martins collaborates with others to build knowledge and transform objects, systems, and lives for the better. We understand that good things happen when people work together.

Art, design and performance are often seen at Central Saint Martins as vehicles for protest, comment, community engagement and societal change. This is particularly the case with the current political and social context, against which our students have quickly found means of expressing their personal and collective positions.

The identity of Central Saint Martins is inherited from two groundbreaking arts and design schools: St Martin's School of Art and the Central School of Arts and Crafts. From their Arts & Crafts beginnings, both educational institutions developed radical creative practices and progressive social values in education. The two schools merged in 1989 to create Central Saint Martins (later joined by Byam Shaw School of Art and Drama Centre London).



## 05. Our Locations and Facilities

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Our shared spaces are hubs of interdisciplinary collaboration; places to share ideas, problem solve, and make new friends. The specialist workshops are the backbone of our courses, providing a place for students to make and create, with technicians on hand to share their expertise.

In 2011, we moved to our award-winning building in King's Cross, where all of these elements now flourish and collide under one roof. We sit at the heart of a dynamic part of London: Google, The Guardian, Tom Dixon, Universal Music and many others are our neighbours and partners. In this fast-changing environment, we draw from our own history while always looking to the future.

Our multi-award winning building houses a broad sweep of disciplines under one roof, encouraging creative generosity and collaboration. Increasingly the work emerging from the college crosses traditional disciplinary boundaries, as students find hybrid and unexpected ways of working.

Find out about our shared spaces, studios and workshops at Central Saint Martins, University of the Arts London [here](#).



CSM Summer Shows 2023. Photo: Paul Cochrane

## 06. Central Saint Martins: Schools of Thought

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**C-SCHOOL** gathers around cultural and intercultural practices. College strengths in Art, Performance, Culture and Curation could extend more strategically into questions about education and pedagogy; health, wellbeing and resilience.

**S-SCHOOL** foregrounds its expertise in negotiating complex systems and challenges related to human society. Reckoning with the complexity of modern physical, communicative, and organisational systems, and concerns such as climate, conditions for communication, mobility, etc.

**M-SCHOOL** is immersed in the material cultures, sciences and ecologies of our world. It builds on the practices on, with, about, and through materials and the invention and experience of materials to address world challenges, specifically environmental sustainability, and planetary health.

Led by Deans, work is underway with course leaders and programme directors to build a hypothesis for each school. If you would like further detail about the Schools of Thought proposal and courses which sit in M-School, please contact Society colleagues.



## 07. Role Description

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The Dean of School plays a vital role in the academic culture, organisation and profile of Central Saint Martins overseeing a vibrant, inclusive, and high-quality student experience. The role is both internal facing in relation to academic programmes and courses, and external facing in developing collaboration and partnerships with external bodies, the full range of industries related to the College's disciplines, and academic and professional networks.

The post holder will be accountable to the PVC/Head of College and will be a member of the College Executive Group. They will lead the development and delivery of the curriculum in the School, with responsibility for ensuring that all learning and teaching is supported by appropriate and effective digital and physical learning environments. Leadership of the Schools includes as a priority, the building of a vision along with academic colleagues, identifying the potential for building an academic environment which promotes outstanding research, creative practice, and public-facing knowledge exchange. It is likely, but not essential, that the Dean's own practice and academic background are associated with one of the programme areas in the School.

### Key duties and responsibilities:

#### Management

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- Provide academic and managerial leadership for a world-class student experience in the School delivering effective management to the academic and support teams in academic programmes, within a culture of inclusivity;
- Lead the School in the delivery of the objectives of the UAL Strategy (2022-2032) and College Annual Operating Plans, including meeting key performance indicators;
- Fully participate in the Operational and Strategic Development processes for the College, having key input relating to student number planning and resource requirements, both human and physical, to support the College's curriculum offer;
- Advise the College's Executive Group and Management Team on the ways in which the academic and disciplinary portfolio of M-School articulates and collaborates with C-School and S-School, as well as other academic programmes in the College, other Colleges in the University, and national and international institutions;
- Manage and optimise the use of all resources allocated to M-School, working within budget at all times, and to conduct all financial matters associated with the role in accordance with the University's policies and procedures, as laid down in the Financial Regulations;
- Line manage staff attached to the School as appropriate;
- Chair School Board of Studies, in order to foster and promote the highest academic and

- pedagogic standards, internal academic development, discussion and communication;
- Responsibility for day-to-day staff and student behaviours and discipline;
- Responsibility for staff development and for staff professional practice (in collaboration with the Dean of Academic Strategy);
- Advocate for the University's social purpose objectives in all School activities, including promoting inclusion and fairness in education, and actively support the UAL Climate Action Plan.

#### Curriculum and Student Related

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- Develop a progressive course portfolio for the School that will position the School as a global leader for art and design education in related subject areas;
- Responsibility for the ongoing promotion and development of the School's curriculum offer, ensuring the School's continuing leadership at the forefront of educational and subject development in their area, and are cognisant of professional, educational and technological advancements within the arts, design and creative industries;
- Oversee the marketing and recruitment to the School's portfolio of courses (in conjunction with the College Executive Group), the School's student enrolment and subsequent monitoring/recording (in conjunction with Academic Registry);
- Responsibility for the development of new courses and the operation of the existing programmes of work, and to achieve the highest possible academic standards for courses. This includes the oversight of academic curriculum

validation and review processes for new and existing courses, and for the maintenance of quality procedures for the School's curriculum offer, through working in close collaboration with the Dean of Academic Strategy;

- Positively promote an excellent student experience, evidenced through student feedback mechanisms, to ensure the student learning experience is at the forefront of curriculum development, and to incorporate a learning path that fully prepares the School's diverse student body for the ever changing demands of global creative industries;
- Responsibility for student progression opportunities, ensuring the curriculum offer prepares students for progression from undergraduate study through to the postgraduate curriculum offer. This includes the provision for academic staff to fully network and liaise to ensure curriculum content supports student progression opportunities;
- To facilitate and promote the development of new approaches to learning and teaching, incorporating the identification, implementation and dissemination of evolving and innovative quality learning and teaching practice;
- Work in close collaboration with relevant College and University staff to ensure the School is fully engaged in teaching and learning practices that positively address the needs of a diverse student body;
- Chair and have overall responsibility for all Examination Boards for the School, ensuring the maintenance of academic standards and the rigour, consistency, and transparency, for examination and assessment practices undertaken within the programmes;
- Familiarity with debates and research relating to decolonising the curriculum and awarding gaps within the HE Sector.

### Research and Knowledge Exchange

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- Work in collaboration with the College Dean of Research and Knowledge, to lead the School in the delivery of the UAL Research and KE strategies, and contribute to the research and KE profiles of the College and the University whilst continuing to develop professional practice;
- Positively foster the development of a strong and progressive research and knowledge exchange culture amongst all academic staff attached to the School, and in collaboration with the College Executive Group and Associate Deans of Research and Knowledge Exchange;

- Increase the income-generating profile of the School's academic portfolio through student sponsored projects, graduate consultancy, scholarships, direct sponsorship, and other means;
- Maintain an involvement in teaching/ knowledge exchange/ professional practice/ research.

### External Relationships

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- Responsibility for developing strategic links with industry networks, through fostering key relationships with industry to positively promote and support the work of the School and College;
- To work to include the School's participation in joint project work with industry partners from the global creative industries sector.;
- In collaboration with the relevant College and University colleagues, develop strong partnerships and networks with appropriate national and international academic institutions.

### Key working relationships

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- CSM College Executive Group and CSM College Steering Group;
- Deputy Vice-Chancellor (Education);
- Programme Directors, Course Leaders, and School Management team;
- University Deans and Associate Deans;
- HR Business Partner;
- Managers and other staff, and external partners, suppliers with whom regular contact is required.

### Equality, Diversity and Inclusion

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- Be an active advocate and ambassador for ED&I for students and staff access, inclusion, progression and representation including leadership for the School in action plans, strategies and representation in College groups which drive ED&I;
- Ensure all business cases and plans for the School include a review and impact assessment on protected characteristics to ensure any adverse impacts have been removed or mitigated.

## General duties

These duties below are in addition to the duties and responsibilities listed above:

- The Dean will also perform duties as may be defined by the Pro Vice-Chancellor / Head of College;
- Perform duties and tasks consistent within the scope and grade of your role as reasonably may be expected and assigned to you from anywhere within the university;
- Represent the College through membership of University committees, and engage with University colleagues and projects to foster collegiate dialogue and cooperation as and when appropriate;
- Undertake health and safety duties and responsibilities appropriate to the role;
- Engage fully with the UAL anti-racism action plans, in particular in the way they relate to areas of your work in the School;
- Work in accordance with the University's Staff Charter and Dignity at Work Policy and anti-racism plans, promoting equality diversity and inclusion in your work;
- Undertake continuous personal and professional development, and to support it for any staff you manage through effective use of the University's Planning, Review and Appraisal (PRA) scheme and staff development opportunities;
- Make full use of all information and communication technologies to meet the requirements of the role and to promote organisational effectiveness;
- Contribute to the University's Climate Action Plan and Social Purpose Strategy which sets out our principles, commitments and goals towards climate justice and our socio-environmental purpose.



BA Fashion Show. Photo: Miguel Martin

## 08. Person Specification

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### Qualifications, Experience and Knowledge

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- Postgraduate qualification in an art, design or creative industries discipline;
- PhD in subject area (or equivalent in qualifications or professional experience);
- Is recognised as a leading authority in their subject or profession with widespread public or professional recognition within their institution and amongst external peers based on demonstrated expertise;
- Demonstrable knowledge of organisations and past and present trends in the UK and global art, design, and creative industries;
- Demonstrable knowledge of academic provision, trends, and issues in Universities, both national and global, and is informed of the particular features of art and design related courses at FE/HE/PG level;
- Demonstrable knowledge of one or more fields of art and design practice and research and/or knowledge exchange, and the mechanisms for managing and funding researchers and/or knowledge exchange academics;
- Knowledge of commercialising art and design education, facilities, and research for income generation purposes;
- Substantial record of teaching, research and/or professional practice in an art or design discipline and preferably in one or more of the School's specialist areas;
- Experience of developing new curricula and other academic initiatives;
- Significant experience in scenario planning, change and risk management, and setting and implementing strategy;
- Substantial experience of leading and motivating large and diverse teams in the HE sector;
- Experience of formulating the strategic direction and influencing developments within college/ organisation through own contribution to area of expertise;
- Experience of managing complex human, financial and physical resources.

### Skills and Abilities

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- Communicates in a compelling and influential manner to a diverse internal or external audience in an inclusive and accessible way;
- Motivates and leads effectively, setting the direction of one or more functions and promoting collaboration across formal boundaries;
- Works collaboratively with other colleagues in shaping a coherent vision;
- Experience of effective performance management;
- Applies innovative approaches in leading academic programmes, teaching, learning or professional practice to support excellent teaching, pedagogy and inclusivity;
- Applies own research and/or knowledge exchange to develop learning and assessment practice;
- Familiar with debates and research relating to decolonising the curriculum and awarding gaps within the HE Sector;
- Contributes to advancing professional practice/research or scholarly activity in own area of specialism;
- Effectively plans, prioritises, and manages complex projects or activities to achieve long term strategic objectives.

### Personal Attributes

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- Demonstrate a 'can do' approach to achieving desired outcomes;
- Builds and leads effective teams, networks or communities of practice and fosters constructive cross team collaboration;
- Makes a significant contribution to improving the student or customer experience to promote an inclusive environment for students, colleagues or customers;
- Initiates innovative solutions to problems which have a strategic impact.

## 09. Appointment Details and How to Apply

University of the Arts London is being assisted in this appointment process by the executive search firm Society ([www.society-search.com](http://www.society-search.com)).

Applications should consist of:

1. an up-to-date curriculum vitae;
2. a concise covering letter (ideally no longer than two pages), addressing the criteria in the Person Specification, and explaining your interest in, and suitability for, the role
3. names and contact details of three referees (although referees will only be approached at the final stage of the process, and only with your express permission).

General advice on how to write a [strong CV](#) and [strong covering letter](#) can be found on our website.

To upload your documents via Society's website, click [here](#).

We aim to be an equal opportunities employer embracing diversity in all areas of activity and we are working actively to increase representation among academic staff of people from black, Asian and minority ethnic backgrounds, people who are LGBTQ+, people with a disability, or learning difference, from different nations and regions, or from a less advantaged socio-economic background.

The deadline for receipt of applications is **midday (GMT) on Tuesday, 14 May 2024**.

Shortlisted candidates will be invited to interview on **Friday, 24 May 2024**. The interviews will happen in person.

The preferred start date for this position is **September 2024**.

Appointment to this post will be subject to appropriate checks, including necessary statutory checks such as proof of right to work in the UK, Disclosure and Barring Service checks, a satisfactory health check and other due diligence checks.

We are committed to ensuring that anyone can access our application processes. This includes people with hearing, sight, mobility, and cognitive impairments. Should you require access to this document in an alternative format, wish to apply in a different format, or need any other reasonable adjustments made for you (including at interview), please contact us at [inclusion@society-search.com](mailto:inclusion@society-search.com). We also welcome suggestions or comments about any more general access improvements we should consider.

For information about Society's approach to Data Protection and Privacy, and your rights, please visit [www.society-search.com/privacy](http://www.society-search.com/privacy).



CSL Summer Shows 2023. Photo: Paul Cochrane





Society  
Global Executive Search

Society is a global executive search firm and a certified B Corporation. 10% of our profits go to charitable causes through The Society Foundation. With colleagues in the United Kingdom, the United States, and New Zealand, we solve senior hiring challenges for responsible businesses and purpose-driven organisations around the world.

We believe that the right candidate, placed in the right organisation at the right time, can initiate a chain reaction of transformative change that will help to deliver a more inclusive and sustainable future.

