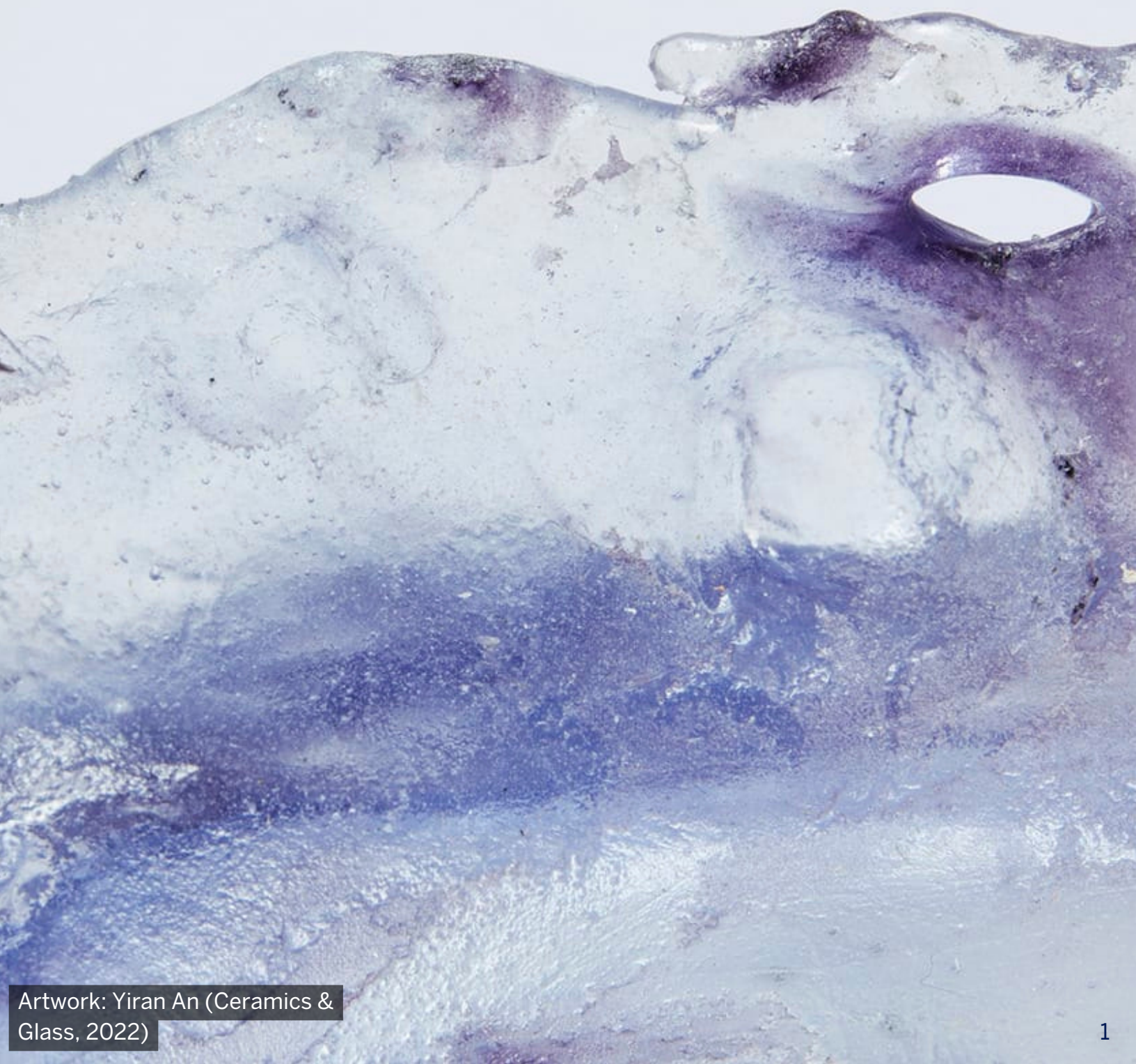


# RCA

## Head of Incubation August 2023



Artwork: Yiran An (Ceramics & Glass, 2022)



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Photo: Richard Haughton

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# WELCOME TO THE RCA



Photo: Iwan Baan

Founded in 1837, the Royal College of Art is the world's largest community of postgraduate art and design students. It is also the oldest art and design university in continuous operation and has been ranked as the world's number one art and design university for a remarkable nine consecutive years, according to the QS World University Rankings by Subject 2023 – the worldwide survey of academic and industry opinion.

The RCA is research-led, and recognised in the UK-wide REF (Research Excellence Framework) as the UK's most research-intensive institution – with an increased proportion of the College's outputs classed as 'internationally excellent' and 'world-leading' in the most recent REF assessment of 2022.

Studying at the RCA is the starting point for the world's creative leaders. With more than 20,000 RCA alumni across the globe, the RCA's graduates form a unique international network of artists, designers, creators and innovators. Every year, RCA alumni are recognised as leaders in their discipline, making national and international headlines for their work, which shapes the world we live in. Its graduate start-up incubator, InnovationRCA, is one of the most successful in the country with a high proportion of female start-up founders and a high 'survival' percentage after five years of trading.

More than 2,700 students are spread across four schools and research and academic departments, studying at Graduate Diploma, MA, MFA, MDes, MArch, MEd, MRes, MPhil and PhD levels, with plans for this to rise to 3,300 by 2027. The College's mix of professionalism and creative freedom, together with its renowned academic community and rigorous academic framework provides the ecosystem in which students flourish and achieve their highest potential.





Photo: Richard Haughton

In addition, the RCA has a number of established and planned research centres: the Helen Hamlyn Centre for Design; the Material Science Research Centre (which includes the Materials Futures Research Group and the Textiles Circularity Centre); the Intelligent Mobility Design Centre, Computer Science Research Centre, and a future centre in Drawing. The RCA is also home to one of the UK's most successful university incubators, InnovationRCA.

The RCA espouses a hybrid approach, supporting 'traditional' making and technical skills in fine and applied art and design alongside the foundational sciences, engineering and technology which underpin designers' ability to solve today's global challenges. The RCA champions the value of interdisciplinary learning and was the first art and design university in the world to implement a STEAM (Science, Technology, Engineering, Art and Design and Mathematics) academic vision, with investment in new faculty posts in Materials Science; Computer Science and Robotics alongside art and design disciplines. By applying creative insights to evidence-based science, its staff, students, researchers and start-ups are addressing major global challenges such as rapid urbanisation and transport; loss of biodiversity; ageing populations; unsustainable consumption and production; and the rise of AI.

### Our Strategy

The RCA's strategic vision is to increase its influence on the world stage of globally ranked universities, punching significantly above its weight, and attracting, supporting and convening the world's most talented faculty, students, artists, designers and creative leaders. For more information on The RCA's Strategic Plan 2022–27, please click on this link: [Strategic Plan 2022–27](#).



# Our People



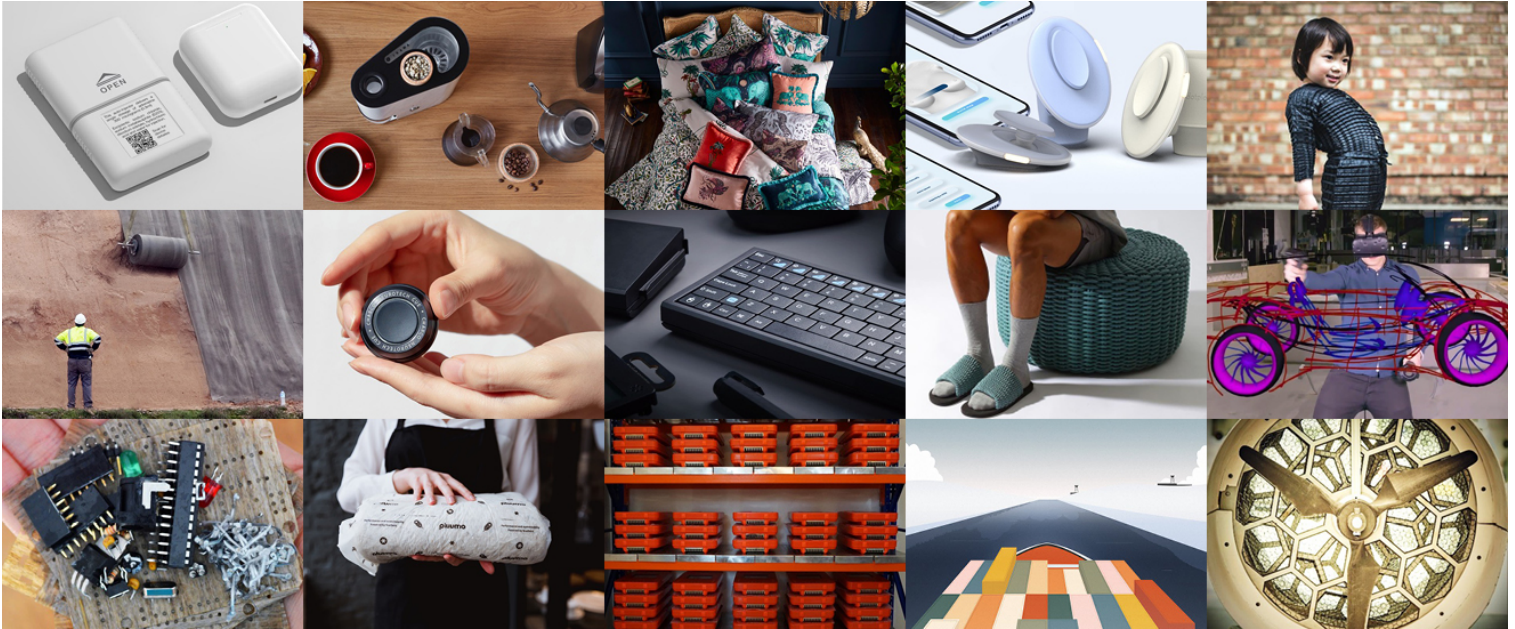
Photo: Richard Haughton

His Majesty King Charles III is Royal Visitor to the RCA (ie Patron). The RCA's Chancellor is Sir Jony Ive, and the Pro-Chancellor and Chair of Council is Sir Peter Bazalgette (please see link to Council independent members' biographies). The RCA's Vice-Chancellor – the CEO of the institution – is Dr Paul Thompson, who joined the College in 2009.

The RCA's academic faculty bring world-leading expertise and industry knowledge to the practice-based model of teaching. There is a core academic and research workforce of 230 FTE, supported by around 170 Associate Lecturers and a wide range of Guest Lecturers who bring 'live' industry experience into the taught curriculum – for example, Amin Taha of GrantOn design, whose work was twice shortlisted for the RIBA Stirling Prize, in 2017 and 2021, teaches in the School of Architecture; and Yao Yingjia, who is Vice President and Chief Designer at Lenovo teaches in the School of Design.

The RCA combines contemporary and industry-focused teaching perspectives. It also employs a team of 95 highly skilled technicians, many of whom themselves have postgraduate qualifications in their fields of specialism, which range from rapid prototyping and subtractive manufacturing to film and sound engineering, and from digital modelling to metal fabrication and jewellery making.

# Our Values



The RCA community operates in line with four agreed values:

## Curiosity

We have a tenacious commitment to innovation and openness to change. We positively interrogate ideas, assumptions and plans and welcome the honest scrutiny that is alive in a learning community.

## Inclusion

We celebrate diversity and embrace difference as a source of strength. We strive for an inclusive RCA community, removing barriers and challenging exclusionary and discriminatory practices.

## Collaboration

We value what happens together and we help and support each other to achieve our collective goals. We work in partnership with our students, staff, alumni, institutions and communities across the globe to make a lasting difference.

## Integrity

We are always willing to listen, we offer constructive feedback and we promote accountability, building relationships of mutual trust and respect. We are resilient in the face of challenges, pursuing outcomes with individual, cultural, societal and economic impact.



# InnovationRCA

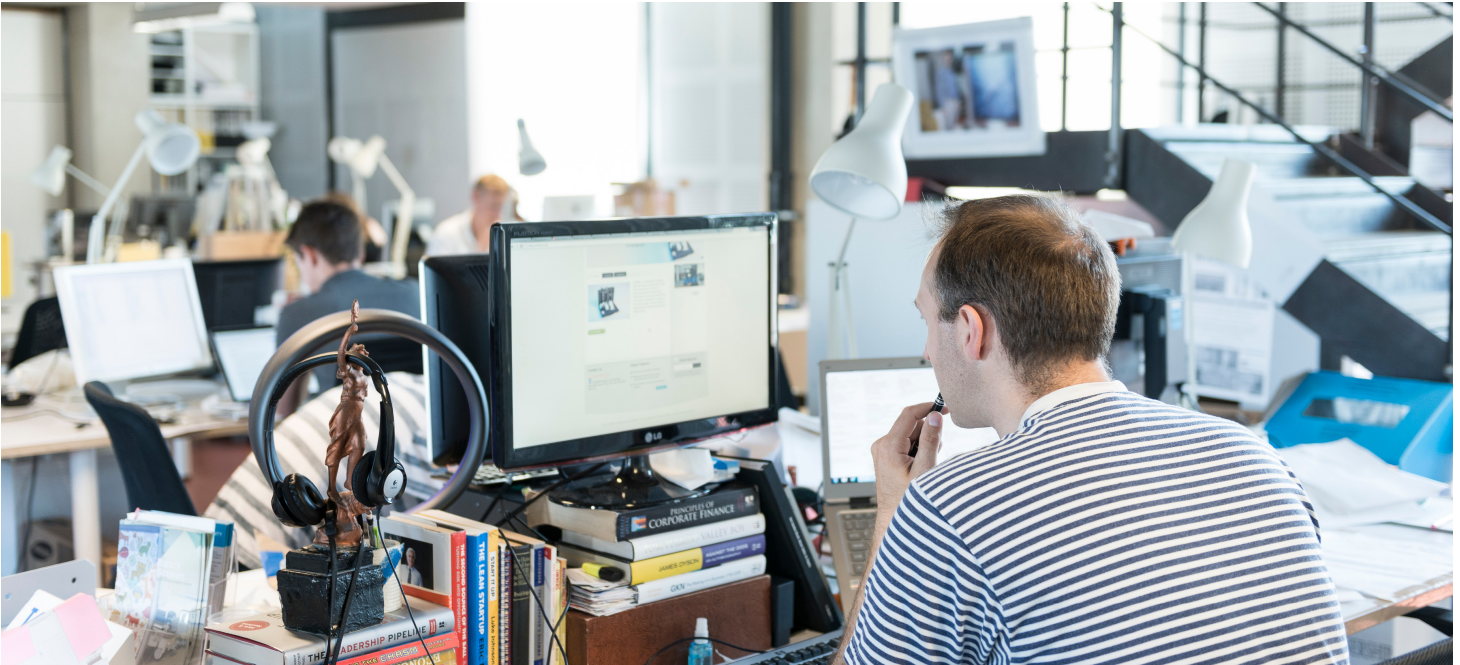


Photo: Sam Rockman

InnovationRCA, is the RCA's start-up/spinout incubation and intellectual property commercialisation centre. To date, InnovationRCA has helped create over 80 companies and these commercially successful companies have gone on to raise over £134 million in investor funds, create more than 800 UK-based jobs, and over £200 million in sales and exports.

InnovationRCA companies include Concrete Canvas and Gravity Sketch. Recognised as world-class delivering impressive results (McKinsey & Company review, March 2017), InnovationRCA has a sector-agnostic approach backing early-stage design-led start-ups in a nurturing ecosystem (for example in the med-tech, climate-tech, agritech, tech and creative brands ). This includes access to funds from the RCA, its angel investor network, AngelClubRCA, and soon, through the Design & Impact S/EIS Investment Fund it is raising.

# Head of Incubation



## Purpose of the post:

The main purpose of the role is to manage and develop InnovationRCA's award-winning High Growth Start-up Incubator programme and its Creative Brands Accelerator. This includes responsibility for helping the RCA portfolio of spinouts and start-ups (currently over 80 companies) to grow and scale. The role also includes overseeing the delivery of student-facing entrepreneurial programmes and leading the delivery of custom accelerators and entrepreneurship development programmes for overseas clients. The successful candidate will be a team player with significant experience in early-stage businesses and the UK start-up and investment ecosystem.



## Main Duties and Responsibilities:

### Incubation & Acceleration Programmes:

- Working with the Director InnovationRCA, develops annual and three-year Incubator and Accelerator plans including analysis of opportunities and risks, defining new content for growth & scaling. Leads its implementation.
- Manages the recruitment and selection process for start-ups to the Incubation and Acceleration programmes.
- Assists in making investment decisions and negotiating the investment deal terms with the start-ups/spinouts
- Oversees and supports companies with maintaining good governance and compliance for example during incorporation.
- Assesses founders identifying their needs, guiding, challenging, advising, problem-solving and mentoring.
- Leads and develops start-up/spinout coaching programme to address the changing needs of companies and maintain success and IRR rates. Steers and manages the relationship with 60+ external coaches and mentors.
- With the Director InnovationRCA, defines the content of the High Growth Incubation and Creative Brands Accelerator business training programmes and events(eg pitch sessions, meetups etc). Develops the content and supports its 'productisation' for InnovationRCA's Innovation and Entrepreneurship Development revenue-generating services overseas.
- Delivers InnovationRCA Investor Readiness Training programmes and advises start-ups/spinouts on their funding strategy and investor negotiations.
- Helps grow the external network of entrepreneur mentors and investors who can add value to the incubation and acceleration programmes.

### Pipeline Building:

- Line manages the Entrepreneurship Manager and together they define pipeline-building activities (eg Entrepreneurship tasters, Open Houses, hackathons etc).
- Supports the College's AcrossRCA programme by leading the delivery of the Entrepreneurship elements
- Works with the InnovationRCA team to define InnovationRCA pre-incubation 'Innovation Challenge' themes to support the building of a robust pipeline.
- Directs the internal marketing of InnovationRCA to the College community (students, graduates, academic & research staff) to build a pipeline and supports external reporting and marketing to policymakers, investors and funders.

### Innovation and Entrepreneurship Services:

- Working closely with the Head of Commercialisation develops 'Incubation /Acceleration Services' bids and grant applications.
- Responsible for delivery of the entrepreneurship elements of Innovation and Entrepreneurship Services contracts.

### General:

- Assists in growing the value of the portfolio of RCA start-ups/spinouts (as demonstrated by the RCA's 4.7 x invested capital multiple.)
- Responsible for monitoring portfolio companies against milestones (financial and operational) and developing and directing impact measurement metrics and reporting.
- Deputises for the Director InnovationRCA in portfolio company Board meetings and as required.

# Person Specification

## Essential characteristics of the postholder:

A commercially experienced start-up professional who has a thorough understanding of product, idea, investment and all aspects of start-up/spinout growth and the start-up sector. The successful applicant will have:

- Educated to degree level or equivalent in either engineering, science or finance and business.
- Demonstrable strong experience in successful entrepreneurship with a huge desire to work with entrepreneurs and start-ups, and an appetite to develop imaginative entrepreneurial programmes.
- Highly numerate with significant direct successful experience in early-stage equity investment deals, UK angel and venture capital investment sectors and a track record of building portfolios of sustainably successful companies.
- Proven experience in coaching or mentoring start-ups in a successful accelerator /incubator or for a venture capital fund.
- Significant experience of working with company and investment contracts and rigorous attention to detail in their execution.
- Extensive personal experience in strategy development and implementation, marketing and financial planning, raising investments, new product development and a thorough understanding of the issues faced by start-ups and SMEs gained either at large organisations or start-ups.
- Successful track record of managing and developing people (direct reports) and of people where the relationship is one of service and finance provider.
- Excellent communication (written and verbal at senior management/Board level), presentation and networking skills with the agility to move from dealing with recent graduates to board level seamlessly.
- Team player with strong interpersonal, motivational, influencing and team-building skills with the ability to build confidence in others.
- Flexible and able to work in a small team and able to deputise for the Director when required.
- Judgement and experience to navigate complex business scenarios, problem solve, resolve conflicts in start-ups and manage competing demands and conflicting priorities.

## Desirable characteristics of the postholder:

- Experience in working with student and graduate start-ups.
- Direct experience in investment.





# Pay & Benefits

## Additional Information:

- Grade 10: Competitive Salary.
- Normal hours will total 35 hours per week over five days, with an hour each day for lunch. However, the role requires flexibility and a willingness to work evenings or weekends when delivering start-up entrepreneurial and investment events.  
30 days annual leave plus extended breaks at Christmas and Easter pro-rata for part-time staff  
A contributory defined benefit pension scheme and interest-free season ticket loan are available



Photo: Philip Vale

### Pension

The Royal College of Art is a member of the Superannuation Arrangements of the University of London (SAUL) which is a contributory defined benefit pension scheme. The college will contribute a sum equal to 16% of your salary while you pay 6%.

### Holiday

30 days paid leave a year plus bank and public holidays normally observed in England and Wales. In addition, the college is normally closed for six days a year, one day on either side of Easter and the remainder between Christmas and New Year. Part-time staff will be entitled to the pro rata equivalent.

### Season ticket loans

Interest-free loans are available for staff to purchase annual season tickets.

### Enhanced maternity and adoption pay

Qualifying employees are entitled to enhanced maternity/adoption pay: 26 weeks' full pay, 13 weeks Statutory Maternity/Adoption Pay. This compares to the statutory provision of 90% of average pay for 6 weeks followed by Statutory Maternity/Adoption Pay for 33 weeks.

### Enhanced paternity pay

Qualifying employees are entitled to two weeks' paternity leave entitlement at full pay. This compares to the statutory provision of two weeks' pay at the statutory rate.

### Enhanced sick pay

Occupational sick pay after six months' service is three months full pay/three months half pay.

### 24/7 confidential support

Staff and family members in their household have access to a free, external confidential support service for work, financial, legal, family and personal problems 24 hours a day, 365 days a year.

### Occupational health

Occupational Health support for the College is provided by Imperial College's occupational health service at their South Kensington Campus.

### Life Cover

Active members of the SAUL pension scheme automatically receive life cover. A lump sum of four times your salary together with a refund of your contributions and a 2/3 pension for your dependent/spouse is payable should you die whilst in employment.

### Library

All staff are welcome to join the college library.

### Events

All staff are welcome to attend exhibitions, lectures and private views held by academic schools and programmes.