Royal College of Art
Postgraduate Art & Design

INFORMATION PACK

Head of Programme, Service Design

The Royal College of Art
The Royal College of Art is the UK's only entirely postgraduate university of art and design, dedicated to teaching, research and knowledge exchange with industry.

The College's 1967 Royal Charter specifies that the College's purpose is "to advance learning, knowledge and professional competence particularly in the field of the fine arts… through teaching, research and collaboration with industry and commerce". More than fifty years on, the College remains in the vanguard of creative enquiry. For 2019/20, the College will have around 2,300 students from more than 75 countries registered for MA, MRes, MPhil and PhD degrees. Applications are strong, and the College's strategy sets out an ambitious plan both to increase student places to 3,000 by 2021 and to launch new programmes underpinned by its world-class research.

The College is located on three sites in central London, in Kensington, Battersea and White City. In 2016 the Chancellor of the Exchequer announced an unprecedented £54 million grant to support a major expansion at Battersea to create a flagship innovation campus, to accommodate new research centres, knowledge exchange labs and additional space for the College's highly successful business incubator, InnovationRCA. With planning consent achieved in February 2018, work on the new building started in early 2018 with the campus due for completion in 2020/21. As well as welcoming students from around the world, the College's global dimension is enhanced through extensive links with business and industry and its partnerships with leading art and design, cultural and educational institutions including, among many others, its neighbours in Kensington (Imperial College London, the Victoria & Albert Museum, the Royal College of Music, the Science Museum, and the Natural History Museum).

The College has more than 400 permanent academic, technical and administrative staff, with more than 800 visiting lecturers and professors, including internationally renowned artists, designers, theorists and practitioners. These staff, together with innovative forms of teaching and learning, and dedicated technical facilities and research centres, all contribute to create an exceptional creative and intellectual environment and a remarkable record of graduate employment. Numerous eminent graduates have created far-reaching impact and influence, and the College boasts such noteworthy alumni as Sir James Dyson, Thomas Heatherwick, David Hockney, Tracey Emin, Christopher Bailey, Julien McDonald, Margaret Calvert, Alison Jackson, Idris Khan, Sir David Adjaye, Suzie Templeton and Sir Ridley Scott.

Vision for the School of Design
The School of Design engages with design on multiple levels: as a cultural and societal activity, and as an innovation process where design can deliver new products, new services and new ways of running or creating businesses – or even new ways of doing business.

The School of Design currently offers nine programmes from the highly conceptual to the deeply practical, with a strong culture of innovation, experimentation and debate. The School is currently undergoing a period of strategic expansion that will see the development of a number of new pathways or programmes directly linked and underpinned by advanced design-led research themes seeking out new approaches to sustainable business practice, service delivery and transformational innovation. This will result in enhancing and growing our research expertise, our postgraduate research community and will establish new technology footprints that address multi-disciplinary opportunities across many business sectors investigating societal, cultural, economic and global challenges.

The School has established a common integrated timetable across programmes to facilitate opportunities for multi-disciplinary teaching and project development, to enhance and ensure student mobility, independent learning and inter-disciplinary activity. By developing key opportunities within specialist programme timetables, we encourage different student cohorts to network, test new ideas, evaluate, take risks and even fail, thereby allowing successful design practice to be significantly elevated. These are critical components to building confident, mature, diverse and self-aware future design leaders who are ready and prepared for evolving global challenges within their chosen disciplines.

Engagement with industry, government agencies, international partners and experts from the worlds of science, technology, engineering and business provide solid foundations for both student project activity and high level research projects undertaken by staff. The School of Design seeks to challenge and develop broader strategic views for new design futures that are not solely technology based or leading-edge, but are human-centred, transparent, responsible, ethical and place equal value on the process of design and the impact on global communities.

MA Service Design
The Service Design programme at the RCA is the largest and most influential programme of its kind in the world with around 120 MA and PhD students, and deep relationships with international corporations, governments, and extensive public sector engagement. The programme teaches its students how to address the complex systemic issues facing business and the public sector and design new policies and services that transform customer and citizen experiences, as well as the operational performance of those organisations. It uniquely combines a highly developed academic programme of teaching and research with live projects sponsored by its industry and government partners. It not only attracts project partners, but also the leading practitioners of service design from around the world who contribute to the programme.

The curriculum is truly trans-disciplinary, blending design expertise at the RCA with technology and business management from Imperial College's MBA and Department of Computing.

The programme has three platforms. The first, Service Innovation, focuses on creating new consumer services. The second focuses on public service and policy innovation and

the third, Envision looks decades ahead to conceive radically new services and user experiences for future scenarios. Students can work across all three platforms or specialise in one. For each platform there is a platform leader to develop the discipline of service design in the context of that platform, develop industry partnerships and lead the delivery of the specialist curriculum.

Finally, the programme has an impressive employment record, with recent graduates joining IDEO, Fjord, Engine, Livework, EY-Seren, Government Digital Services, the Ministry of Justice, Future Public, Royal Bank of Scotland, Barclays, Lloyds, Jaguar Land Rover, IBM, Samsung, Tesco, Arup, Boston Consulting Group and McKinsey.

THE ROLE

Head of Programme, Service Design
Responsible to: Dean of School, Design
Responsible for: The Programme's staff
Grade: Senior Manager

The appointment of a new Head of Programme is a part of the College's vision to create a School of Design of outstanding international reach, influence and reputation, focused on promoting and supporting interdisciplinary practice, research, and experimentation, and introducing new programmes that build on established and emerging research themes, and that encourage dialogue and active engagement with intellectual and professional debate from other disciplines and areas of creativity.

As a member of the School Leadership Team, the Head of Programme will take a leading role in contributing to the design of cross-School and/or cross-College academic provision as the College develops its academic framework to facilitate new academic initiatives and flexible modes of learning.

Working to the Dean and also working closely with senior colleagues across the School of Design and the College, the Head of Programme will provide hands-on academic leadership and will take overall responsibility for academic quality and direction, research, teaching and learning, and management of all the resources of the programmes and staff teams. They will build upon the recognised status and high standing of the programme to ensure that the established academic philosophy and vision for the programme is closely aligned with the mission and strategic plan of the College, continuing to develop and refresh it and take on new advances and challenges.

As a member of the School Leadership Team of the School of Design, the new Head of Programme will be expected to engage in personal research which is eligible for submission to the REF2021 and subsequent research assessment exercises at 3* or 4* levels. It is expected that the post-holder will be a Principal Investigator with a successful track record in the generation and leadership of major research grants. It is also expected that the Head of Programme will have substantial experience in supervision and growth of PhDs.

They will stay abreast of current issues and developments in higher education and keep up to date with current relevant practice nationally and internationally, ensuring that the

programme is informed by changes in practice, education, and the wider socio-political and technological environment.

In addition to promoting the work of the programme both nationally and internationally, the Head of Programme will communicate and represent the interests of the programme within the School and College as a whole, and will facilitate the possibilities for collaboration and further links with other Schools, aligned to the School's and College's plans. They will also work across the RCA contributing to planning, management, development and communication at institutional level through participation in College committees, and will be responsible for staffing, financial management, curriculum, and quality assurance and enhancement.

Attracting income and diversifying revenue streams will be an important aspect of the role. The Head of Programme will liaise with the Development and Alumni Relations Office to ensure that contributed income from individuals, trust and foundations and public-funding sources are leveraged; they will also be required to liaise with the School Senior Tutors overseeing RKE and the central Research and Knowledge Exchange team in preparing bids for external funding for the programme from UK Research and Innovation (UKRI), European Union, and other public or private funding bodies. They will be actively involved in designing and offering programmes of executive education and short courses.

Critical to the success of the post-holder will be their role in leading recruitment in line with annual College targets. Their ability to direct the MA Programme, and contribute to MRes/MPhil/PhD research degrees, and make an individual contribution to the academic work of the programme based on personal expertise, particularly through teaching, supporting learning and supervising research, will also be important.

Main Duties and Responsibilities:
The range and balance of responsibilities assumed by a Head of Programme (between research, teaching, management, recruitment, quality enhancement, external relations etc.) depends on a variety of factors. These include the expertise and experience of the individual, the nature of the contract, the character of the discipline, the way it is taught and the staff profile. The following list indicates core areas of responsibility in an academic programme. The Head of Programme is expected to provide leadership across this range of responsibilities (but may in practice focus particularly on some and delegate others):

Research
- Contribute as a principal investigator to the development and implementation of a research strategy and securing successful external research grants for the School, in liaison with the Dean, the School Senior Tutors overseeing RKE, the programme staff team and the College's Research and Knowledge Exchange Directorate and in line with the overall College strategy for research and knowledge exchange.
- Ensure that this strategy aligns with the RCA's strategic plan and has the potential to advance the research foci of the School, and to deliver credible outputs through staff, practice-based and thematic research, and externally-funded research; to ensure that the curriculum reflects advances in the discipline through research.

- Be actively involved in, and proactively support staff in, competitive external research grant applications to UKRI, charities, industry and creative arts funding bodies, as a contribution to the School of Design's research income target.
- Be research active, and eligible for submission to the REF at a minimum 3* level.

Recruitment
- Ensure that the programme has an effective recruitment strategy in line with the institutional strategy, and to undertake timely and effective recruitment activities as directed by the Dean, to ensure that sufficient offers to study are made to high quality candidates at MA, MRes and MPhil/PhD level, to achieve College recruitment targets agreed annually by Senate.
- Liaise with and support the work of the School Admissions Tutor(s) in achieving high quality student enrolments to College targets.
- Ensure an appropriate balance is achieved in recruitment of Home, EU and International students, at both MA and research degree level, in agreement with College targets.
- Support the Dean in any appropriate recruitment activities that may be required, in line with the College Strategic Plan and Recruitment Strategy.
- Ensure staff in the programme receive appropriate training and support in order to be able to carry out recruitment activities to ensure that annual recruitment achieves target and is completed in a timely fashion.

Teaching and Learning
- Ensure that the programme is organised and managed effectively, that resources and budgets are deployed efficiently, and that communications with students, applicants and alumni are carried out clearly and in good time.
- Ensure that appropriate learning, teaching and assessment strategies, curriculum content and organisation are employed for the programme of study and are communicated effectively to students.
- Propose and initiate developments which improve the effectiveness of learning, teaching and assessment and which maintain the currency of the curriculum.
- Encourage innovation in content and delivery, and to support pedagogical innovation in line with developments in higher education, and the development of the RCA's academic framework.
- Ensure that proposed changes in academic philosophy, direction and curriculum are articulated appropriately to all stakeholders and introduced in a timely fashion with appropriate consultation and approval from School and College committees.

Staff Management
- Be responsible, in consultation with the Dean (and for senior appointments, the Deputy Vice-Chancellor), for the recruitment of staff in the programme; to manage and appraise their performance annually enabling staff to become more effective in their roles through personal and professional development.
- Ensure that all staff are engaged in research bidding and projects whilst continuing to build their own high quality outputs in preparation for the REF.
- Ensure that all staff are engaged in, or enabled to become engaged in, the College's 3rd goal of knowledge exchange and executive education.

- Ensure staff undertake appropriate professional development to ensure currency, continuous improvement, and attainment of recognised qualifications in learning and teaching and in research supervision, particularly where these are probationary requirements; to plan effectively to ensure capacity is able to meet demand in this area.
- Support and, where appropriate, direct staff in the planning, conduct, delivery and public dissemination of high quality research.
- Delegate responsibility for these activities where appropriate and monitor the effectiveness of such arrangements.

Resource Management
- Liaise with ILTS (ICT, Library and Technical Services) over workshop and IT provision, planning and maintenance, and to work with the Technical Services Manager to ensure effective and efficient matching of workshop facilities to MA, MPhil/PhD, and staff research requirements.
- Liaise with the College's timetabling manager over the timing and most efficient use of facilities, and to ensure that timetabling is undertaking in a coordinated fashion with respect to the School of Design and the wider College.
- Manage and monitor the use of facilities and the deployment of available resources to the benefit of the students, and in line with the established policy and strategy of the School Leadership Team.
- Ensure that annual and other cycles of resource planning and space allocation are conducted in a timely and proactive fashion, particularly in support of student recruitment.
- Where responsibility is held for a facility or resource intended for use by students from a number of programmes, to direct, manage and monitor use to the benefit of all and to ensure that facilities and resources are used by staff and students in accordance with appropriate regard for health and safety and in accordance with relevant regulations.

Student Progress and Welfare
- Implement College systems for enabling, supporting and monitoring students' academic progress and personal welfare.
- Establish systems which ensure effective feedback from students on the quality of their learning or research expertise.

Examinations
- Participate in student assessments, to chair Admissions and Examinations Boards and to ensure that there is compliance with the College regulations for the constitution and conduct of Admissions and Examinations Boards.
- Ensure that programme staff of appropriate seniority are trained, inducted and competent to conduct and chair examinations.
- Provide all results and records required by the College in a timely manner, and to attend meetings as required by the College to report and discuss the outcomes of Examinations.

Quality Assurance and Enhancement

- Ensure the programme's alignment with the College's systems for academic quality and standards assurance (for example in the preparation of School annual review documents, recommendation for appointment of External Examiners and Internal Moderators, leading preparation for, and participation in, periodic validation events).
- Ensure the programme achieves minimum threshold standards of student satisfaction as set by Senate and measured by the annual student survey, and ensure that if the programme fails to achieve minimum threshold standards that an action plan is implemented and realised to the satisfaction of the College's Academic Standards Committee.
- Support proactive engagement, including that of staff, with enhancement of student learning opportunities and the student experience.

Information and Documentation

- Ensure the accuracy, reliability and consistency of any printed or electronically published information about the programme and its activities intended for the students, staff or public, including annual reviews, prospectus entries, staff profiles, research reports etc.
- Ensure that information in the public domain about the programme is compliant with guidance and/or requirements of the Competition and Markets Authority and the Office for Students, in liaison with the Communications and Marketing team, and Registry.

Internal Liaison and Communication

- Liaise with other staff within the School and the College for the purpose of sharing good practice and promoting interdisciplinary activity for the benefit of students.
- Ensure the dissemination of information about the programme within the College and to ensure the dissemination of information from School and College sources within the programme.

External Liaison and Collaboration

- Direct and manage the programme's external relations, in partnership with key colleagues and in alignment with the College's strategies for recruitment, internationalisation, marketing, research and knowledge exchange; maintaining and developing contacts and collaboration with other institutions, public bodies, funding organisations, commerce and industry to the benefit of the programme and its students.
- Ensure that proposed and/or actual international collaborations are approved by the College.
- Ensure that appropriate systems are in place to review regularly the effectiveness of any formal collaborations with other institutions, and ensuring satisfaction of all partners, and to liaise with the Dean and Deputy Vice-Chancellor as appropriate.
- Lead on the development of international provision in the programme, through recruitment and curriculum development, as well as through more directed international project work with approved international partners.
- Develop the provision of executive education and knowledge exchange for the programme, to generate income, in line with the College's strategic plan.

CANDIDATE PROFILE

Essential
- a proven leader of international stature in the expanded field of Service Design;
- an inspirational teacher dedicated to enhancing the student experience and the development of independent postgraduates through currency of content and innovative teaching methods;
- intellectually curious, the Head of Programme will seek out interdisciplinary opportunities both within the RCA and among other cultural, scientific or educational organisations nationally and internationally;
- a leading academic or practitioner with an internationally recognised track record in research (3* minimum by REF2014 classifications);
- an expert in one field, with an appetite for making connections to other fields of intellectual enquiry in the sciences, arts, or humanities;
- a pragmatist who recognises that intellectual rigour and creative excellence must be underpinned by sound infrastructure, financial sustainability, and administrative systems;
- knowledge of international service design practice and approaches and experience of working around themes and discourses that will further the diversity of the RCA community;
- sound knowledge of quality assurance and enhancement frameworks and processes;
- membership of the Higher Education Academy, or possession of a postgraduate certificate in learning and teaching, and/or research supervision (within 2 years of appointment);
- an experienced supervisor of doctoral candidates with a successful completion record;
- a successful track record of securing competitive research grant income and/or industrial sponsorship and funding;
- experience of academic and financial management, including budget control;
- demonstrable commitment to diversity, equality of opportunity and the ability to work harmoniously with colleagues and students of all cultures and backgrounds;
- a commitment to equality, diversity and inclusion and the development of colleagues and staff.

Desirable
- experience of leading, or supporting, transformation of curriculum design and delivery in a higher education context;
- experience of research translation and value creation, either into knowledge exchange, commercial applications, or revenue generating executive education.
- Proven track record in enhancing student experience and satisfaction;
- Standing as a principal or co-investigator with a track record of significant external grant funding success;
- experience of programme management and quality assurance and enhancement frameworks in higher education.

JANUARY 2019

PAY, BENEFITS & ADDITIONAL INFORMATION

Location
Kensington, Battersea or White City London. The role may also require the post holder to travel beyond the UK and, by agreement, to deliver aspects of the programme internationally and out of normal hours, e.g. weekends.

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%.

Salary
Full-time equivalent salary will be between £62,500 - £72,000. The post is anticipated to be fulltime, i.e. 1 FTE, including time for the Head of Programme's research, but may be flexible for an appropriately qualified candidate able to meet all essential criteria. Time to conduct research will be allocated to the person appointed within the contract and salary agreed. Such an allocation is dependent on the research profile of the applicant, the proposed research activity and the planned outcomes of the research, and proposed or actual externally funded research activity. Any allocation of time for research is subject to review.

Teaching Qualifications
The College requires newly appointed Heads of Programme who are not in possession of a recognised qualification in learning and teaching in higher education, to obtain an appropriate qualification in learning and teaching or research degree supervision within two years of appointment.

Professorships and readerships
The College awards professorships or readership to academic staff based on published criteria through an annual application process. Any award is subject to successful completion of probationary period, which is normally one year from first appointment.

Holiday
6 weeks' (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 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.

Cycle to Work Scheme
The Royal College of Art has signed up to the Cycle to Work Scheme – part of the government's Green Transport Initiative – which allows employees to make significant savings on purchasing new bikes and safety equipment.

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.