



Programme Specification

Creative and Cultural Leadership [Jan][FT][Arnolfini][1yr]

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Section 1: Key Programme Details

Part A: Programme Information

Programme title: Creative and Cultural Leadership [Jan][FT][Arnolfini][1yr]

Highest award: MA Creative and Cultural Leadership

Interim award: PGCert Creative and Cultural Leadership

Interim award: PGDip Creative and Cultural Leadership

Awarding institution: UWE Bristol

Affiliated institutions: Not applicable

Teaching institutions: UWE Bristol

Study abroad: No

Year abroad: No

Sandwich year: No

Credit recognition: No

Department responsible for the programme: ACE Dept of Creative & Cultural Industries, Faculty of Arts Creative Industries & Education

Contributing departments: Not applicable

Professional, statutory or regulatory bodies: Not applicable

Apprenticeship: Not applicable

Mode of delivery: Full-time

Entry requirements: For the current entry requirements see the UWE public website

For implementation from: 01 January 2022

Programme code: W9N9-JAN-FT-AR-W9N9

Section 2: Programme Overview, Aims and Learning Outcomes

Part A: Programme Overview, Aims and Learning Outcomes

Overview: MA Creative and Cultural Leadership is a flexible work-integrated programme, designed for emerging leaders and influencers in the arts, heritage, cultural and creative industries. The programme will be transformative: committed to producing leaders committed to principles of equity, diversity and inclusivity. Increasingly, creative and cultural leadership takes place across larger arts organisations, such as museums, galleries, libraries and archives, as well as smaller organisations. These include independent agencies, studios, production companies, performance groups, theatre companies, festivals and social enterprises.

The programme offers learners interdisciplinary expertise in Creative and Cultural Industries and Business. As creative, cultural or heritage professionals, learners will develop transformational leadership skills, competencies and expertise, addressing complex business challenges.

Designed in collaboration with the Bristol Business School, the Creative Economies Lab and partners from the creative, cultural, and business sectors, learners will undertake practical, work-integrated learning that addresses sector skills gaps, such as inclusive leadership and management, business development and enterprise and entrepreneurship.

The flexible, learner-centred curriculum allows for cohort co-design and curation. The programme combines asynchronous online learning with synchronous teaching blocks, so learners can study around work and other commitments. Learners develop new, authentic approaches to collaborative leadership development during rapidly changing times, with an emphasis on equality, diversity and inclusivity. Through the programme, learner will develop knowledge and understanding in:

> Principles of Creative Leadership

Practice Practice and implementation of inclusive creative leadership initiatives in complex organisational contexts.

> Leadership of Self

Personal effectiveness within organisational and social contexts

> Leading and Managing Teams

Exploring complexities of leading and managing individuals and teams in organisations

> Creative Economies, Networks and Enterprise

Facilitating a climate supportive of creativity, innovation and enterprise in organisational, social and economic contexts

> Leading Change and Innovation

Effective leadership and management of change in rapidly evolving sectors, economies and networks

> Interventions for Creativity and Leadership

Developing individual and organisational effectiveness using creative methods

Educational Aims: This programme provides:

A multidisciplinary degree that provides the skills required to lead innovation and transformation in the creative and cultural sectors.

A culture of inclusivity and diversity with a goal towards innovative leadership, driven by the interdisciplinary teams leading and co-creating this programme.

A multi-faceted inclusive approach to creative and cultural leadership, supporting collaboration, transformation and enterprise development.

Opportunities to explore practice, policy and theory in a range of contexts and the implications of these on the creative and cultural sectors

Development of transformational leaders who reflect, refine and articulate their

values, ethics and principles as part of continual development of inclusive leadership practice and their professional selves; knowledgeable about challenges affecting sectors, organisations, teams and individuals.

Development of leadership skills, including advanced communication, coaching, mentoring, fiscal fluency and acumen, influencing through research and knowledge exchange, and enterprise. Develop the skills to critically appraise, conduct and apply leadership competencies to support continuous development in dynamic environments.

An extended work-integrated research project that supports a multidisciplinary approach to address leadership challenges in the creative and cultural sectors that embraces the importance of equality, diversity and inclusion through independent and group learning.

Programme Learning Outcomes:

Programme Learning Outcomes

- PO1. Critically evaluate theories, concepts, contexts, perspectives and debates to inform transformational creative leadership practice committed to principles of equity, diversity and inclusivity
- PO2. Appraise paradigms, processes, practices, materials, methods, tools and techniques to inform the development and execution of creative leadership project work committed to principles of equity, diversity and inclusivity
- PO3. Demonstrate originality, ethical acumen, empathy, imagination, discernment, and autonomy in research, development and problem-solving associated with planning and implementing creative leadership practice
- PO4. Design and implement creative leadership practice and project work that connects to its audience in way that has meaning, purpose and impact
- PO5. Execute work through the skilful combination and performance of creative leadership, ethics, research, enquiry, resilience, reflection skills and attributes
- PO6. Present and discuss work with clarity that displays professional levels of ethics, communication, and judgement

- PO7. Demonstrate effective and ethical enterprise behaviours, attributes and competencies in pursuit of personal development and resilience, creative leadership practice and professional goals
- PO8. Reflect on personal performance and evaluate professional, real-world experience and creative / cultural sector engagement in preparation for transformational leadership opportunities committed to principles of equity, diversity and inclusivity

Part B: Programme Structure

Year 1

The student must take 180 credits from the modules in Year 1.

Year 1 Compulsory Modules

The student must take 180 credits from the modules in Compulsory Modules.

Module Code	Module Title	Credit
UPCGX7-30-M	Creative Ecologies, Enterprise and Innovation 2021-22	30
UPCGX6-30-M	Inclusive Leadership 2021-22	30
UPCGX5-30-M	Leadership and Enquiry 2021-22	30
UPCGX8-30-M	Leading Transformation and Teams 2021-22	30
UPCGX9-60-M	Major Project 2021-22	60

Part C: Higher Education Achievement Record (HEAR) Synopsis

Completion of this practice-oriented programme, which is linked to ILM framework (Institute of Leadership & Management; subject to validation) means that graduates are equipped with personal skills and professional competencies, underpinned by research-informed academic knowledge and understanding. With a focus on appraising and further developing their own professional practice, this programme provides graduates with the opportunity to seek professional futures where they may have a positive impact on the lives of others. In keeping with the UWE 2030 strategy,

the programme prepares graduates to be ambitious, collaborative, innovative, inclusive and enterprising in their mind-set, ready and able to face future challenges and seek innovative solutions.

Part D: External Reference Points and Benchmarks

The following reference points and benchmarks have been used in the design of the programme:

Curriculum development has been informed by consultation and feedback from industry partners and sector organisations, as well as existing students and alumni with regards to the programme content, its delivery and the wider learner experience has been integral to the curriculum design process.

QAA UK Quality Code for Higher Education (2019)

The programme has used these reference points to ensure the quality of the programme and its higher level as well as to assist in the articulation of appropriate learning outcomes

The programme has been designed to reflect the values and guidance of UWE's Enhancement Framework and the Inclusive Curriculum & Practice Toolkit.

The learning outcomes have been designed with the QAA Framework for Higher Education Qualifications in mind. Moreover, the following has also been considered:

QAA UK Quality Code for HE (October 2019)

Framework for higher education qualifications (FHEQ Level 7)

Subject benchmark statement for Higher Education qualifications in Master's Degree Characteristics Statement 2015

Art and Design (2019)

Communication, Media, Film and Cultural Studies (2019)

History of Art, Architecture and Design (2019)

Business and Management (2015)

Work-Based Learning (2018)

Partnerships (2018)

Master's Degree Characteristics Statement (2020)

ILM (Leadership & Management, Levels 5-7)

Part E: Regulations

A: Approved to University Regulations and Procedures.