

**THE GLASGOW
SCHOOL OF ART**

**APPOINTMENT OF
INDEPENDENT GOVERNORS**





Cover Image / Tom Arnold (Fine Art Photography, 2024)
Image above / School of Fine Art studios, Stow Building

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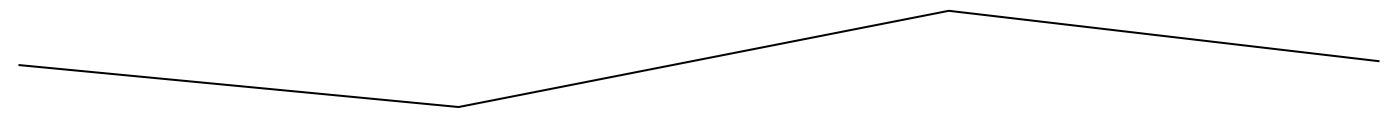
Our Ambition

“Through our people our education and our research, we empower change and create impact that is both transformative and collaborative”.

GSA Strategic Plan 2022-2027



Image / Shared Knowledge, Rihards Saknitis, (Architecture Stage 5) 2021



WELCOME FROM THE CHAIR

The position of Independent ('Lay') Governor is an important role for The Glasgow School of Art (the GSA) and I am delighted that you are considering joining our Board of Governors.

All of our governors play an active role in the School, regularly meeting with students and staff and ensuring that the GSA maintains strong governance in support of its strategic ambitions. We are a critical friend, we are supportive and we hold the executive to account.

Independent governors help us retain a relationship with all of our stakeholders, from our students – at the core of everything that we do – to our staff, our local and creative communities, our business partners, and the cultural sector right across Scotland and beyond.

It is essential that our Board of Governors is diverse and inclusive and we would welcome applications from all sections of our community. We are looking for people with the distinctive skills, experience, insight and knowledge that will support us in our governance. People with a passion for the future of our creative landscape, that share our commitment to the GSA's future as one of the UK's leading international art schools in one of Europe's leading cultural and creative cities. People who want to be an essential part of The Glasgow School of Art at this exciting point in our history.

Thank you for your interest.

Ann Priest
Chair, Board of Governors
The Glasgow School of Art

Watch:



<https://vimeo.com/834651501>

Our Values

- / Rooted in studio, making and collaboration.
- / Deep specialism alongside interdisciplinary practice.
- / A rich partnership approach to education, research and innovation.
- / A culture that enables and empowers us in everything we do.
- / A responsible and caring culture that values our people and our environments.
- / A sustainable and equitable approach to our work.
- / Always looking forward, while celebrating our past

GSA Strategic Plan 2022-2027
www.gsastrategicplan.co.uk



Printmaking workshop, Stow Building

THE GLASGOW SCHOOL OF ART

Founded in 1845 as one of the UK's first government schools of design, the GSA can trace its lineage to the 1750s and the establishment, during the Scottish Enlightenment, of the Foulis Academy, European in ethos and the UK's first school of art.

Over 270 years later, we are one of the UK's last remaining independent schools of art, ranked as one of the top art and design schools in the world¹ and at a pivotal and exciting point in our history.

The ability to transform thinking, generate new knowledge and give shape and form to things that currently do not exist, are all characteristics of the creative practitioner. Through an art school education, we hone these inherent skills through studio-based learning and teaching, and research that is discipline-specific.

The studio, whether literal or figurative, creates the environment for collaboration, within and across disciplines, for critical enquiry, experimentation and prototyping. It is the environment in which we collectively generate new ideas and solutions, and where innovation thrives. 'Studio' is the space where a shared visual language can transcend barriers and global boundaries, and where ambition and imagination can find solutions to many of the global challenges facing the world today.

Today the GSA is a diverse and international community of 3,500 students and staff, and through the success of our graduates, the quality of our teaching and research and our heritage, we enjoy both global significance and influence as a leading centre for studio-based learning and research.

Alongside our global position we continue to contribute to Glasgow's position as a European cultural capital, and one of the UK's most successful city-economies and a leading UK creative capital alongside London and Manchester². Central to this contribution are our students, staff – creative practitioners and academics of international and national significance – and our graduates with nearly 60%³ choosing to remain in the city, working within the cultural and creative industries, the wider creative economy or establishing their own businesses and making an important contribution to the city's cultural infrastructure through galleries, exhibitions, events and their international networks.

Watch:

The GSA presents: The City of Glasgow: a film by BAFTA and Sundance-nominated Director and graduates Cara Connolly and Martin Clark <https://vimeo.com/55051394>

Visit:

Showcases of talent from across our four specialist schools in Fine Art, Architecture, Design, Innovation and Technology.

Graduate Showcase 2024

Postgraduate Showcase 2024

“Individuals and collectives working in the creative and cultural sectors across the globe help to improve the quality of people's lives... Highly creative and innovative individuals help us to reimagine our futures and our economies.”

GSA Strategic Plan 2022-2027
<https://www.gsastrategicplan.co.uk/purpose>

¹ Source: QS World Rankings 2023

² Source: NESTA Creative Nation 2019

³ Source: HESA 2019



Image / Lighting design by Simon Corder at the New Wynd Lane, off Trongate – Lee Beattie

GSA TODAY

Founded in

1845

As the Government School of Design, replacing its forerunner The Foulis Academy, established in 1753. One of the few remaining independent art schools in the UK.

Creative Network

25,000 members of our international Creative Network of GSA students, graduates, industry partners, collaborators and supporters.

Based in

GLASGOW
FORRES
BEIJING

High employability: Annually circa

92%

of graduates entering positive destinations of employment or further study 15 months after graduation. (Graduate Outcomes Survey 2021)



Our degree programmes are validated by the University of Glasgow, a member of the prestigious Russell Group of leading UK universities.

High student retention:

98.7% (HESA 2020/21)

OUR INTERNATIONAL EXCHANGE PROGRAMME

has more than 80 participating institutions worldwide.

A&DS-RIAS

Mackintosh School of Architecture students regularly dominate the annual Scottish architecture awards, with a graduate again winning the RIAS Rowand Anderson Silver Medal in 2023.

Research Partners include

Arbnco, Leeds Arts University, Construction Scotland, Glasgow Centre For Civic Innovation, Kraftangan Malaysia, National Trust for Scotland, University of Glasgow Centre for Virus Research, NHS Education Scotland, US-UK Fulbright Commission.

NEW DESIGNERS

Graduates from the School of Design are consistent winners at the major graduate showcase awards in London.

WORLD TOP 20

3rd in UK, 13th in the world for art and design in the QS World Rankings 2024.

8 TURNER PRIZE WINNERS

The School of Fine Art has produced eight Turner Prize winners, a further 21 nominees, and virtually all the artists chosen to represent Scotland at the Venice Biennale since 2003.

Graduate destinations include Burberry, University of the Arts London, Dyson, Christie's Auction House, the Scottish and UK Governments, and Foster and Partners.



37%

of GSA students from outside the UK, representing 80 countries.

20%

of Scottish students from Scotland's most disadvantaged areas (SIMD20).

STRATEGIC PLAN 2022-2027

Following the appointment of the The Glasgow School of Art's Director, Professor Penny Macbeth in 2020, the GSA undertook an extensive and consultative development of a new Strategic Plan.

The new Strategic Plan aims, through our people, our education and our research, to empower change and create impact which is both transformative and collaborative, so that over the next five years we can:

- Transform our already distinct models of creative education. Valuing our disciplinary strengths and traditions, we will deliver new inclusive ways of learning and teaching that provide greater opportunities for collaboration and flexibility, giving students more agency over how they learn and ways to make a positive impact through their practice.
- Create impact through creative research, innovation and partnership. Groundbreaking, dynamic, experimental and in partnership with organisations and individuals that share our mutual values and ambitions, together we will contribute to new knowledge and demonstrate the role of creative people and practice on society.
- Be a sustainable, independent art school. Our practices, procedures and administrative systems will be creative, simple and efficient. We will energise our people, our resources and commitment to addressing the climate and ecological emergencies through innovation and working in a collaborative and transparent way.

PEOPLE STRATEGY

A key part of our new strategic plan, our People Strategy builds on feedback and actions identified in the 2019 Staff Survey. It has evolved through consultation which included a series of focused workshops with staff across the GSA which explored issues around communications, leadership and environment, our work around learning and development; equality, diversity and inclusion; reward and recognition and health and wellbeing, extensive horizon scanning, working collaboratively with the senior leaders responsible for developing the strategic plan partnership and working with staff representatives including our TU Forum.

Underpinning our people strategy is our employee voice and together with the principles of the strategic plan, our aim is that it will deliver excellence in our organisational structure and capability, align our people and processes, and support performance and wellbeing. We continue to work on transforming our employee experience, which has been hugely impacted by the COVID-19 pandemic and changes to how we work. Building on our shared learnings from this time, we will continue to engage and explore new and different ways of working.



Image / Poster for Work, Music, People, Mayfest 1984, GSA Archives + Collections

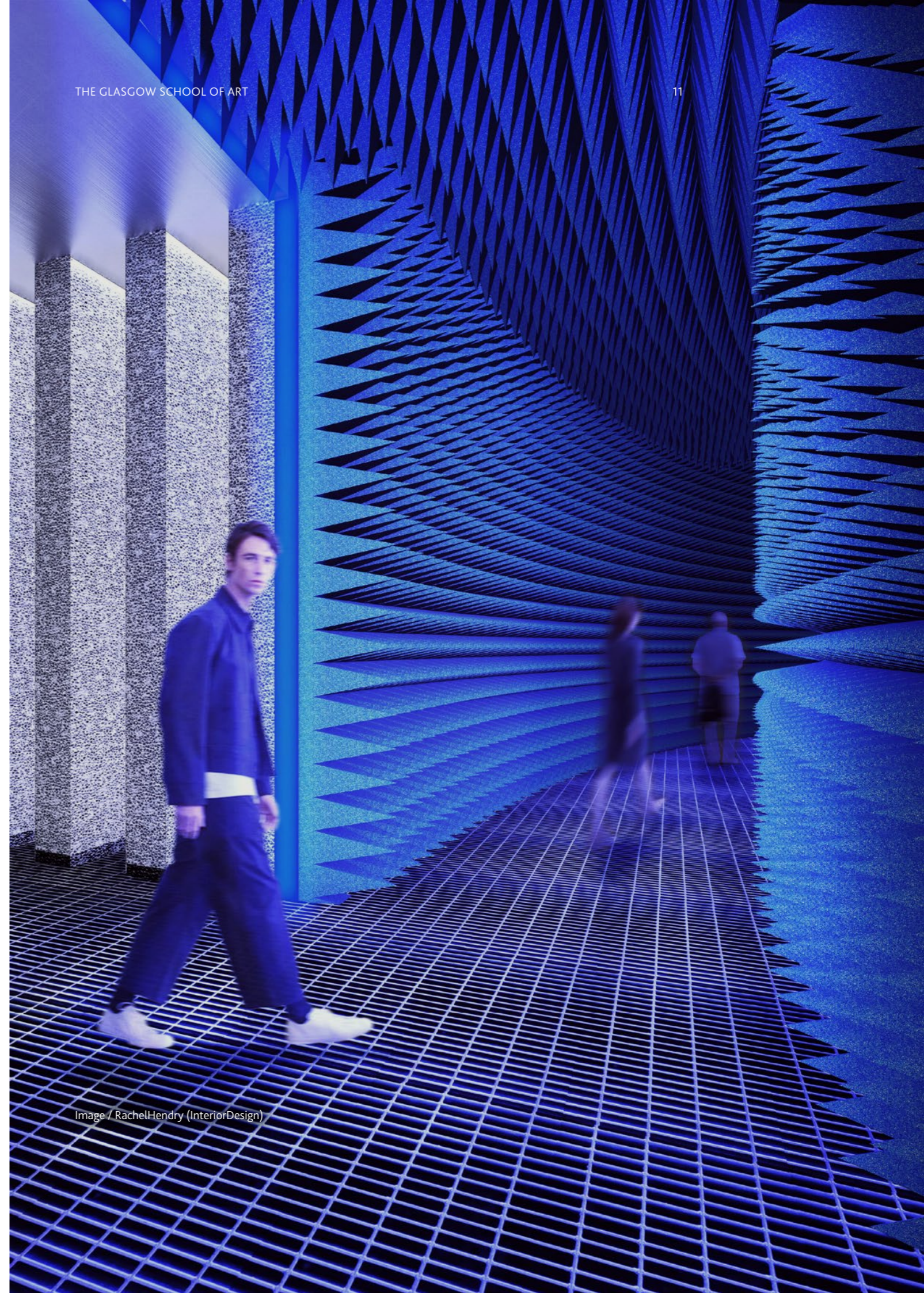


Image / RachellHendry (InteriorDesign)

THE GLASGOW SCHOOL OF ART

Diversity and Widening Participation

We believe that diversity drives creativity. Our student body is drawn from 80 countries around the world, but GSA is diverse not solely because of the nationality of our student community but because of the diversity of our local students.

We provide a safe and inclusive working environment for all students and staff and have a commitment to equality, diversity and respect. We seek to provide responsive, student-focused support that empowers students to thrive, embedding a culture of accessibility and inclusion that tackles discrimination and promotes equality and diversity in all functions.

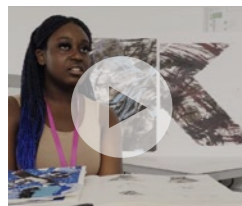
Our commitments are aligned with the GSA's **Equality Outcomes** directed by the Equality Lead, on behalf of the Deputy Director Academic and monitored by the newly formed Equality Diversity and Inclusion Committee. This ensures an approach that is compliant with the Equality Act 2010 and meets the requirements of the Public Sector Equality Duty and the Scottish Specific Duties.

We continue to be one of the strongest performing institutions in Scotland in widening participation, consistently attracting students from the lowest socio-economic backgrounds, and schools with some of the lowest progression rates, and we annually meet or exceed our targets as agreed with the Scottish Funding Council.

We have also developed strong links with the college sector in Glasgow and across Scotland, and the number of students progressing through these routes is increasing through formal Associate Student partnerships and Advanced Standing. Increased numbers are progressing directly into years 2 and 3, and so enabling a smooth learner journey between college and the GSA.



Watch:



Student Stories:

GSA students share their experience of the Widening Participation programme at The Glasgow School of Art. Made in collaboration with documentary photographer and filmmaker Chris Leslie. <https://vimeo.com/showcase/gsapshowcase>

Image top / Garrett Ure, Portfolio Preparation Course 2019
 Image bottom / Aqsa Arif, Painting and Printmaking graduate and Widening Participation Mentor
 Image right / Collage – Lewis Aitken, Widening Participation S6 Portfolio Course



THE GLASGOW SCHOOL OF ART

International

Socially and culturally diverse, the GSA has one of the highest numbers of international (including EU) students of any UK visual creative institution or university faculty.

Being international is in our DNA. From the European style art education of the Foulis Academy in 1753 to our role supporting Glasgow's global manufacturing industries in the mid-19th century, the turn of the 20th century to the European movements of art nouveau, secessionism and beaux-arts, our contribution to Glasgow's post-industrial renaissance as European Capital of Culture, the GSA has recognised and embraced the role of culture, creativity and education in driving innovation, the global economy and as a catalyst for social wellbeing and change.

Today, the GSA community comprises staff and students from over 80 countries and over 80 international partners across Europe, Asia and North America including Bergen University; Koln International School of Design; MIT; Parsons; Chiba, Japan; and the University of Applied Arts, Vienna. Our global exchange partners include Pratt, New York; San Francisco Arts Institute; CalArts, Los Angeles; Emily Carr, Vancouver; and SoTA, Singapore.

Research Community

In the REF 2021, overall 82% of the GSA's research was assessed to be world-leading and internationally excellent, furthering the GSA's position as one of the UK's leading higher education institutions in art and design.

75% of the GSA's research outputs were ranked at the two top grades 4* (world-leading in originality, significance and rigour), and 3* (or internationally excellent) and, importantly, the significant impact of the research was also recognised, with 88% of the research impact judged to be world-leading and internationally excellent.

The GSA is one of the UK's largest research communities in art and design and has a distinctive, specialist and often practice-led research culture. Our research themes encompass Cultural Landscape and Identity; History; Archives and Collections; Sustainable Environment and Economies; and Health and Care.

Watch:

Ref 2021



Case Studies from researchers and practitioners across the GSA that reflect the range of research being undertaken across the academic disciplines, often in collaboration with other disciplines and partners. They demonstrate how creative, practice-based research can have an effect on, change or benefit the economy, government policy, culture, public services, health, the environment and wider society.

<https://vimeo.com/showcase/9516100>



Image / Katie Dickson, Coral Stripes (Textile Design, 2024)

THE GLASGOW SCHOOL OF ART

Our Estate

Located in Glasgow city centre, in the historic neighbourhood of Garnethill, the GSA's campus includes the 2013 award-winning Reid Building, designed by US architect Steven Holl; the refurbished Stow Building providing studio, technical support, workshop and ancillary spaces for the School of Fine Art; and the iconic Mackintosh Building, damaged by fires in 2014 and 2018.

We are committed to the rebuilding of the iconic Mackintosh Building, returning it to its central role in the creative life of our students, staff, city and nation. Since 2018 works have continued to focus on stabilising the remaining structure and clearing debris, and the production of the Strategic Outline Business Case, following a UK Treasury Green Book approach for its rebuilding.

Plan for rebuilding of the Mackintosh Building will form part of the GSA's wider Estates' Strategy, aligned to the School's academic ambitions identified within its Strategic Plan.

[Read the Strategic Outline Business Case in summary](#)

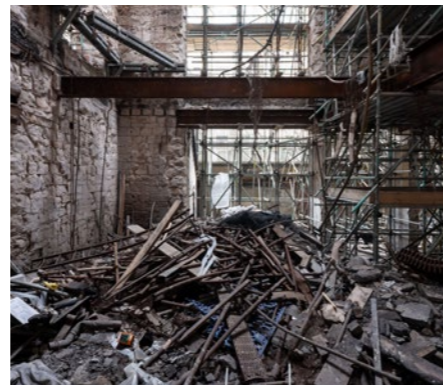
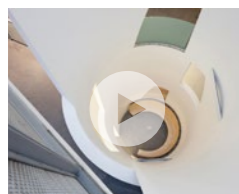


Image top / Ground floor, Reid Building
Image bottom / Mackintosh Building, May 2019

Watch:



A Virtual Tour of the campus with GSA student ambassadors.

Exhibitions and Cultural Engagement

The Glasgow School of Art Exhibitions Department curates a year-round public programme that works with contemporary artists, designers and architects from the UK and abroad, as well as interacting with teaching and research activities and developing creative opportunities with staff and students. An innovative programme of exhibitions, performance, seminars, talks, off-site projects, publishing initiatives and outreach aims to explore the creative, social and educational nature of contemporary practice. Exhibitions are a significant part of Glasgow's creative eco-system contributing to the city's economic and cultural impact, through programming, reach, connections and cultural engagement. Exhibitions also make exciting links to the rich heritage and architecture of The Glasgow School of Art and its collections.

Watch:



**Race, Rights, Sovereignty:
Artist talk by Lisandro Suriel, 2019**

This event, in conjunction with GSASA and CCA Glasgow, was part of the Race, Rights & Sovereignty series at The Glasgow School of Art.

racerightssovereignty.com



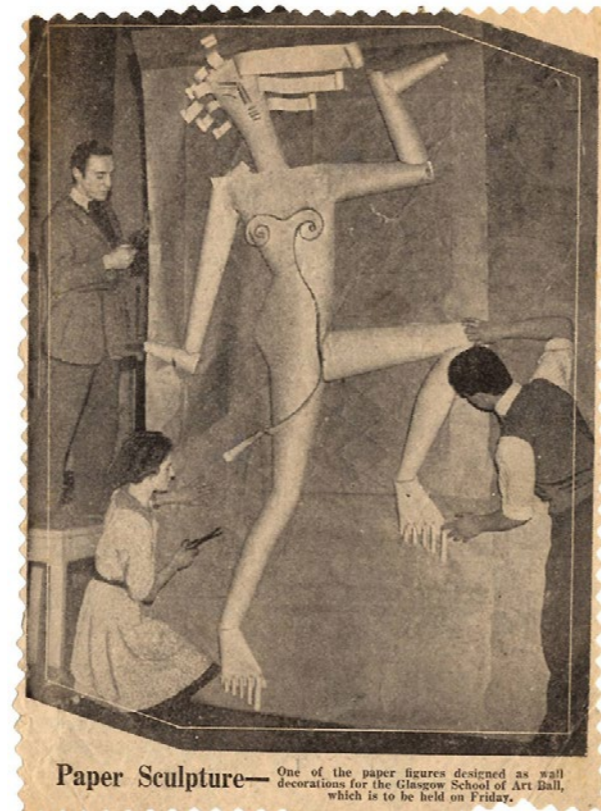
Image top / Building Blocks Residency, Reid Gallery
Image bottom / Faslane Coulport Chapter – Ross Sinclair, Practicing Landscape, The Lighthouse, photography by Jack McCombe

THE GLASGOW SCHOOL OF ART

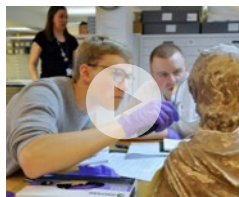
Archives and Collections

Currently based in the Whisky Bond, Glasgow, The Glasgow School of Art Archives and Collections still hold many of the items that were acquired as teaching tools in the School's early period, including plaster casts, ceramics and metalwork. They also hold a range of artworks, architectural drawings, design work and archive material relating to former students and staff and continue to purchase work from student degree shows, in order to capture the changing teaching practices at the GSA and the wider art school landscape.

Our institutional archive comprises documentation about life at the School from 1845 to the present day and includes correspondence, photographs, ephemera, student records, minute books and reports which provide an insight into GSA's people, buildings and activities.



Watch:



Introduction to GSA Archives and Collections

Explore:

The GSA Archive

<https://gsarchives.net>

Image / GSA Archives - Press cutting - students preparing a decorative paper figure for the GSA Christmas Ball, December 1940.



Image / Reid Gallery Exhibitions: Hock Aun Teh 'Forever Remembered (a Tribute to Picasso)' 2021
Acrylic on canvas 152 x 121 cm
Photo / Alan Dimmick

GOVERNANCE STRUCTURE

The Glasgow School of Art is a Higher Education Institution and registered charity, and a legally independent and autonomous institution. The governance framework of the School comes from various Acts of Parliament, statutes, ordinances, and resolutions from which the School derives the power and authority to carry out its activities. There are two main components of the GSA's formal governance structure – the Board of Governors and Academic Council, with the management structure headed by the Director.

Board of Governors

The primary responsibilities of the Board of Governors, which are set out in full in the Statement of Corporate Governance, include:

- / To ensure the effective management of the School and to play a key role in the development, approval and review of the mission and strategic vision of the School.
- / To be the principal financial and business authority of the School.
- / To safeguard the reputation and values of the School.
- / To ensure the quality of institutional educational provision uphold and to ensure the defence of academic freedom.
- / To oversee and monitor the development and implementation of the School's Strategic Plan
- / To ensure the establishment and monitoring of systems of control and accountability, including financial and operating controls and risk management framework.
- / To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the School.
- / To support and enable the effective functioning of the Students' Association.
- / To satisfy itself that the School operates with high levels of social responsibility.
- / To take all final decisions on matters of major concern to the School.

The Board currently has the following permanent committees, which are chaired by Independent Governors:

- / Audit and Risk Committee
- / Finance and Resources Committee
- / People and Culture Committee
- / Governance and Nominations Committee
- / Remuneration Committee

Academic Council

The Board appoints an Academic Council, which has the primary functions of advising the Director in relation to the overall planning, co-ordination, development and supervision of the academic work of the institution.

The Board receives regular reports from the Academic Council and must ensure that the Academic Council discharges its functions.

The Chair

The Chair, is responsible for the leadership of the governing body, and is ultimately responsible for its effectiveness. The Chair must act so as to maintain the confidence of the governing body and ensure the Institution is well connected with its stakeholders, including staff and students.

The Director

The Director is the Chief Accountable Officer of The Glasgow School of Art responsible for providing the Governors with advice on the strategic direction of the School and its management. The Director is accountable to the Board of Governors and is also the designated officer in respect of the use of SFC funds and compliance with the SFC Financial Memorandum.

Senior Leadership

The Glasgow School of Art's Senior Leadership Team is led by the Director and Chief Executive – Professor Penny Macbeth. The Director is supported by the Senior Leadership Team with responsibility for the management of academic and professional service departments.

For further information about the GSA's governance structures please visit <https://www.gsa.ac.uk/about/board-of-governors>



Image / GSA Forres Campus, Andy Buchanan

EQUALITY AND DIVERSITY STATEMENT

Working with difference and promoting equality underpins our ambition and purpose. Our studio-based learning, research and collaboration transforms thinking, and our individual and collective contributions influence the day-to-day lives of people across local and global communities.

As a community, we are committed to creating and sustaining learning and working environments where difference is respected and the widest possible range of cultural and social perspectives are valued. We treat each other fairly, according to need, and minimise barriers to participation for all.

By fostering environments in which difference nourishes new questions and possibilities, and where respect is a catalyst for the removal of barriers, we support the learning and development of individuals and our collective contribution to the common good.

GSA publishes appropriately anonymised equality and diversity monitoring statistics pertaining to its student body, staff body and Board of Governors through its website in its [Equality Monitoring Report 2024](#).

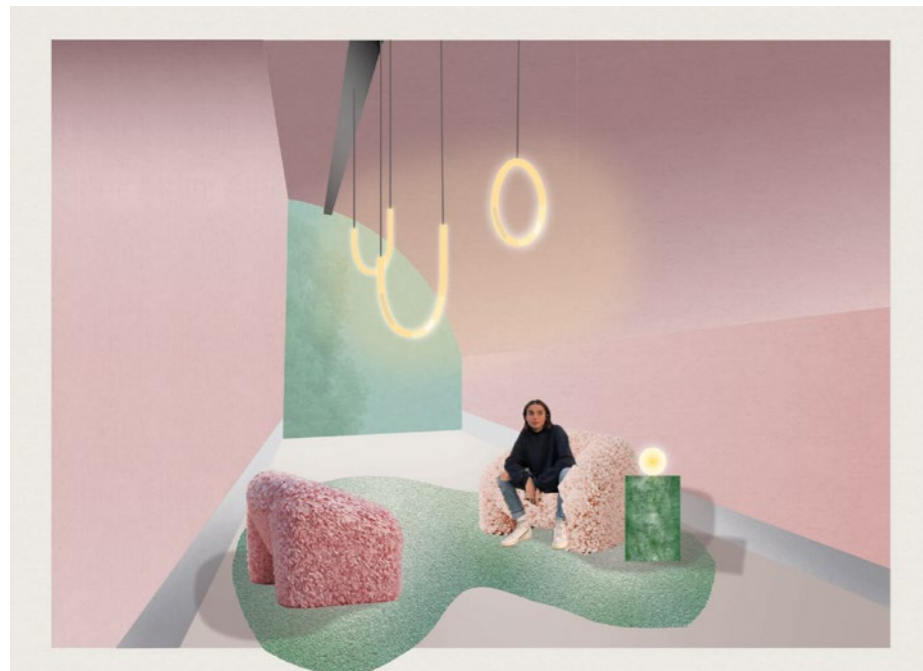


Image / Counselling Room Visual – Josefina Porter-Chambers, Interior Design 2020



Image / This is (not) a football scarf – Caitlin Callaghan, (Sculpture and Environmental Art) 2021

APPOINTMENT OF INDEPENDENT GOVERNORS

Following a successful round of initial recruitment in autumn 2023, the GSA is now seeking to appoint additional Independent Governors particularly with skills and experience in arts and creative cultures; legal knowledge and understanding; accounting and finance; strategy, innovation and commercial awareness; and digital futures.

Applications would be particularly welcomed from individuals from protected characteristic groups currently underrepresented on the Board, as are applications from GSA's local and wider communities, including GSA alumni. Reasonable adjustments for disability will be implemented for those who may require them.

The GSA wishes to appoint new external Independent Governors who share the commitment to the institution's ambition and values. The institution is seeking Independent Governors who will play an active role in helping GSA to realise its potential, extend its impact and achieve its goals. Working with the Board, the Director and the Senior Leadership Group, you will help GSA to maintain strong governance in support of the delivery of both the core business and GSA's strategic ambitions.

The Board of Governors is GSA's governing authority – among its responsibilities is approval of the mission and strategic vision of the institution, together with oversight of GSA's governance and finances. The Statement of Primary Responsibilities is set out together with full details of GSA's constitution and governance in the annually updated **Statement of Corporate Governance**.

The majority of GSA's Governors are independent members – Independent Governors – and provide constructive and independent advice and guidance, informed by expertise, across a range of creative and professional backgrounds.

Governor Biographies

The Board has the following committees: Audit and Risk; Finance and Resources; Governance and Nominations; People and Culture; and Remuneration.

All of these committees are formally constituted with terms of reference and all are convened by Independent members of the Board. On appointment, and dependent upon relevant experience and areas of expertise, Independent Governors may be invited to become a member of specific Board committees.



Image top / Communication Design graduate Gabriella Marcella at Risotto Studio
Image bottom / Graduate collection – Lucy Broadfoot, Textile Design 2020
image right / Fashion Design mannequins at Degree Show 2019

TIME COMMITMENT

Based on a standard year, members of the Board will usually attend:

- / Four meetings of the Board each year which are normally held in October, December, March and June.
- / An annual away-day which focuses on strategic matters (generally held at the beginning of February).
- / The GSA's graduation ceremonies, taking place in June and December, and the GSA's Degree Shows, which are held in June and September.
- / The GSA's Annual Stakeholder Meeting (usually held to coincide with the June Degree Show).
- / Independent Governors may also be invited to become members of specific Board committees which normally meet four times per year between September and May. These meetings will normally be held via video-conference.
- / Members of the Board are encouraged to take a full part in the GSA's rich internal and external life and may also be invited to attend lectures, exhibitions, dinners and other social events, which may take place throughout the year.



PERIOD OF OFFICE AND REMUNERATION

Independent Governors are normally appointed for a period of three years. Any Independent Governor appointed (and being eligible) may be further appointed, subject to satisfactory performance (and on the recommendation of the Governance and Nominations Committee) on expiry of their term of office. Independent Governors can serve a maximum of three terms.

Independent Governors are not remunerated but the GSA will reimburse reasonable expenses including travel costs. Depending on individual circumstances, the provision of financial assistance to Independent Governors who might otherwise find it difficult to attend meetings may be considered.

APPLICATION PROCESS

How to Apply

For a confidential discussion please contact Katharine Price, Gillian Blackadder or Donogh O'Brien on +44(0)141 212 7555.

Application

To apply, please ensure your CV sets out your career history, with key responsibilities and achievements in line with the role and responsibilities (Appendix 1) and experience, skills and attributes (Appendix 2) we are seeking. CV's should be accompanied by a covering letter describing briefly how you fit the role description, why the appointment is of interest and what you believe you can bring to the role.

You will receive an automatic acknowledgement of your application. If you do not receive this, please contact Gillian Blackadder on 0141 212 7555 to ensure it has been received.

Closing Date: 18 November 2024.

STANDARDS OF BEHAVIOUR IN PUBLIC LIFE

The GSA fully subscribes to the "standards of behaviour in public life", as specified in the Scottish Code of Good HE Governance (and elsewhere), i.e. "duty, selflessness, integrity, objectivity, accountability and stewardship, openness, honesty, leadership, and respect", and will seek to appoint Governors who embody these standards. All Governors are expected to exercise their responsibilities collectively in the interests of the GSA rather than as representatives of specific constituencies.



Image / Fashion studio, 2022

APPENDIX 1: ROLE AND RESPONSIBILITIES

The Board of Governors has identified that the Board has the primary responsibilities listed below. All Governors are expected to make a material contribution to ensuring that the Board fulfils these responsibilities. These are:

1. To ensure the effective management of the School and to play a key role in the development, approval and review of the mission and strategic vision of the School.
2. To be the principal financial and business authority of the School.
3. To safeguard the reputation and values of the School.
4. To ensure that the quality of institutional educational provision is upheld, and to ensure the defence of academic freedom.
5. To make such provision as appropriate for the general welfare of students, in consultation with the Academic Council.
6. To ensure that systems and policies are in place for meeting all of the School's legal and regulatory obligations.
7. To oversee and monitor the development and implementation of the School's Strategic Plan.
8. To appoint a Chair of the Board of Governors, one or more Vice Chairs, and Independent Governors.
9. To appoint the Director of the School, and the Secretary to the Board.
10. To advise on the appointment of the Deputy Director(s) of the School, and the Director of Finance.
11. To ensure the establishment and monitoring of systems of control and accountability, including financial and operating controls and risk management framework.
12. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the School.
13. To establish processes to monitor and evaluate the performance and effectiveness of the Board of Governors.

14. To conduct its business in accordance with best practice in higher education corporate governance, and with accepted standards of ethics and behaviour in public life.
15. To determine and review the remuneration of those senior staff members whose salaries are not included within national pay scales.
16. To form, and receive regular reports from, committees to consider major areas of activity.
17. To support and enable the effective functioning of the Students' Association.
18. To satisfy itself that the School operates with high levels of social responsibility.
19. To take all final decisions on matters of major concern to the School.

All members of the Board of Governors are collectively responsible and accountable for the decisions of the Board. The Board exercises its responsibilities in a corporate manner with decisions taken collectively by all of the members acting as a body.

All members of the Board of Governors assume the same responsibilities as part of the Board (apart from the additional responsibilities that attend particular offices including the roles of Chair and Director) and share responsibility for the decisions of the Board. Once appointed, all members, irrespective of the route by which they were appointed, are considered full members of the Board and are expected and entitled to participate fully in all of the business of the Board of Governors, unless a clear conflict of interest is identified.

APPENDIX 2: EXPERIENCE, SKILLS AND ATTRIBUTES

GSA has identified a range of professional backgrounds and areas of expertise relevant to its Board of Governors and has grouped these into seventeen broad areas:

- / Arts and Creative Cultures
- / Digital Futures
- / Strategy and Innovation
- / Creative Practitioners/Subject Specialists
- / Strategic Estates Redevelopment and Regeneration
- / Legal
- / Accounting and Finance
- / Local/Central Government or Public Sector
- / Third sector/charity
- / Community and Public Engagement
- / Business and Entrepreneurship
- / People Strategy/Human Resources Management
- / Higher Education Management/Student Affairs
- / Risk Assessment and Management
- / Public Relations and Communications
- / Information Technology/Digital Strategy
- / Heritage Management

GSA has identified five key areas of expertise that the Board as a whole must have. The GSA is particularly keen to hear from a diverse range of candidates with strengths in the following areas:

- / Arts and creative cultures
- / Legal knowledge and understanding
- / Accounting and finance
- / Strategy, innovation, and commercial awareness
- / Digital futures

Desirable attributes/characteristics among the Governors may include:

- / Appreciation of the GSA's creative environment
- / Awareness of Higher Education governance issues
- / An international outlook
- / The ability to act as an effective ambassador for the GSA and to participate as fully as possible in both formal and social occasions
- / Being alumni of the School, including a relatively recent alumnus
- / Representation of the local community

APPENDIX 3: USEFUL LINKS

The Glasgow School of Art
www.gsa.ac.uk

Current members of the Board of Governors
www.gsa.ac.uk/governors

GSA's Articles of Association
www.gsa.ac.uk/articles

GSA's Statement of Corporate Governance
www.gsa.ac.uk/govstatement

Annual Report and Accounts
www.gsa.ac.uk/accounts

Scottish Code of Higher Education Governance 2023
www.scottishuniversitygovernance.ac.uk/2023-code

Financial Memorandum
www.sfc.ac.uk/governance/institutional-sustainability-governance

Privacy Statement

The GSA will securely store information from applications and any other information provided by applicants throughout the recruitment process in the Corporate Governance Office.

Identifiable information provided by applicants will be accessible only to the staff within the Corporate Governance Office and the Governance and Nominations Committee and will not be shared with anyone else. The GSA will process this data as necessary for recruitment purposes and to complete the process of appointing a candidate. The GSA will usually keep this information for six months before deleting the data unless the applicant is successful in their application.

Data provided on the Equality Monitoring Form will be used for statistical analysis only; it will not be used to take recruitment decisions about individuals and will not be shared or published in a form which identifies applicants as individuals.

Further information is contained within the GSA's Privacy Notice for the Corporate Governance Office at www.gsa.ac.uk/privacynotices



Image / Scale Model, Stephen J. Brown
(Stage 5 Architecture, 2023)

**THE GLASGOW
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