

**THE GLASGOW
SCHOOL OF ART**

ANNUAL IMPLEMENTATION PLAN 2022 — 2023

STRATEGIC PLAN: RECOVERY AND STABILISATION



GSA STRATEGIC FOCUS

GSA ANNUAL IMPLEMENTATION PLAN ACTIONS

Equip our students for the world with core literacies in social justice and climate action, digital literacy and collaboration

Academic Framework Implementation

All UG and PGT programmes will commence with a curriculum review and major amendments/revalidation to align with the recently approved GSA Common Academic Framework. This will include refreshing the curriculum to ensure that all GSA students acquire a common set of Graduate Attributes.

Amended/Revalidated programmes will commence for all students in AY2024-205.

Deputy Director Academic (Head of Learning and Teaching / Academic Registrar/Heads of Schools)*

Develop new ways to study at the GSA

Low Residency Prototype PGT Programmes

Develop a business case to prototype a number of PGT programmes delivered in flexible/PT/low residency or fully online mode. A first phase in 2022/2023 will involve market testing and design and commencement of the validation process. Aim for programmes to be on stream for AY2024-2025.

Deputy Director Academic (Head of Learning and Teaching / Heads of Schools/Student Recruitment / Academic Registrars)*

CPD/Micro-credential Framework

Develop the infrastructure, policies and procedures to validate short courses/modules that can be marketed as credit-bearing stand-alone CPD or micro-credentials that have the potential to be stacked into full degree awards in parallel with the business case and market research work associated with new learner markets.

Deputy Director Academic (Head of Learning and Teaching Head of Open Studio / Head of Student Recruitment / Academic Registrar)*

Review the business shape of the GSA

Exploring funding streams, size of Schools, labs.

Senior Planning Group*

International Strategy

Develop a new internationalisation strategy aligned to new strategic plan and changing external landscape.

Director of Strategy and Marketing (Head of International Academic Development / Heads of Schools / Head of Student Recruitment / Head of Open Studio)*

■ *LEADS (AND SUPPORTING LEADS)

GSA STRATEGIC FOCUS

GSA ANNUAL IMPLEMENTATION PLAN ACTIONS

<p>Ensure our admissions, pedagogies and curricula are inclusive and intercultural</p>	<p>Inclusive Education Strategy Commence a multi-year project to map the student journey into, through and 'up and out' of the GSA, identifying barriers to access and success in order to develop a range of specific enhancement interventions delivered over 2-3 years.</p>
	<p>Deputy Director Academic (Head of Open Studio / Head of Student Recruitment / Heads of Schools / Enterprise Studio)*</p>
	<p>Admissions Function Review Building upon recent work to develop a stronger planning and admissions monitoring function, we will review how our admissions function operates across central departments and schools, seeking greater consistency, administrative efficiency and ensuring that best practice in relation to fair admissions, widening access and articulation is in place in all areas of the school.</p>
	<p>Deputy Director Academic Registrar (Head of Student Recruitment and Executive Planning Manage)*</p>
	<p>Fair Admissions Review Review GSA's Fair Admissions Policy taking cognizance of progress towards COWA targets, articulation, diversity within our Postgraduate community including GSA's proposed new modes of delivery.</p>
	<p>Senior Planning Group*</p>
	<p>International Strategy Develop a new internationalisation strategy aligned to new strategic plan and changing external landscape.</p>
<p>Rethink how our academic, technical and student focused professional services work together</p>	<p>Student enquiries function business case Currently our students access the various central GSA services (Registry, Student Support, TSD, IT, Library, Enterprise Studio) via a range of departmental help desks and enquiry services. Building on innovations adopted during COVID, and aiming for the simplest streamlined approach achievable we will review options for a single access point to all central services and develop a business case. (L&T Strategy).</p>
	<p>Deputy Director Academic (Heads of central academic services / Director of HR)*</p>
	<p>Collaboration and coherence in Student Recruitment Embedded within new student recruitment strategy (see Sustainable, independent art school) review student recruitment activity across professional support and academic schools to achieve coherence and consistency across our recruitment activities.</p>
	<p>Director of Strategy and Marketing (Head of Student Recruitment / Head of Open Studio / Heads of Schools)*</p>

■ *LEADS (AND SUPPORTING LEADS)

GSA STRATEGIC FOCUS	GSA ANNUAL IMPLEMENTATION PLAN ACTIONS
<p>Produce high-quality, impactful research and knowledge exchange</p>	<p>Research Strategy Develop new research strategy based on REF outcomes and feedback, for submission to GSA Board in December 2022 (outline strategy to June Board 2022).</p>
	<p>Director of Research and Innovation / Head of Research (Heads of Schools)*</p>
<p>Focus on collaboration and interdisciplinary research</p>	<p>Impact Develop REF themes as a mechanism for defining new impact case studies.</p>
	<p>Director of Research and Innovation / Head of Research (Head of Research Support Services / Head of Communications)*</p>
	<p>Partnership Develop ways to support the creation of new networks and collaborations related to GSA areas of interest.</p>
	<p>Director of Research and Innovation (Head of Research / Director of Strategy and Marketing)*</p>
	<p>Creative Partnership Developed an enhanced understanding of creative practice research at GSA based on positive REF process and feedback.</p>
<p>Director of Research and Innovation / Head of Research*</p>	
<p>Develop place-based regional strengths that link to national and international research partnerships</p>	<p>Research Labs Initiate development of Rural Lab research centre through creative engagement at GSA.</p>
	<p>Director of Research and Innovation*</p>
	<p>Partnership Develop long term regional relationships with key partners.</p>
	<p>Director of Research and Innovation (Head of Research / Head of Schools)*</p>
	<p>Capacity Develop Capacity and talent through key appointment to city/civic lab.</p>
<p>Director of Research and Innovation (Head of Research / Director of Human Resources / Heads of Schools)*</p>	

■ ***LEADS** (AND SUPPORTING LEADS)

GSA STRATEGIC FOCUS	GSA ANNUAL IMPLEMENTATION PLAN ACTIONS
<p>Grow our research intensity and income</p>	<p>Research Bids Use REF themes and emergent new areas to formulate plan for bids.</p>
	<p>Director of Research and Innovation (Head of Research / Heads of Schools / Head of Research Support Services)*</p>
<p>Develop our research culture</p>	<p>People Create a programme of mentorship and training together with HR.</p> <p>People Strategy Contribute to career framework development (People Strategy).</p>
	<p>Director of Research and Innovation (Head of Research / Director of Human Resources)*</p>
	<p>Research Teaching Linkages Develop an institutional understanding and approach for Research Teaching Linkages at GSA.</p>
	<p>Director of Research and Innovation / Head of Doctoral Studies (Head of Research / Heads of Schools / Head of Student Recruitment)*</p>
<p>Maintain our position as one of the UK's largest post-graduate research communities</p>	<p>Postgraduate Research Students Develop strategy for PGR, to be created together with Research Leads in Schools, led by Head of Doctoral Studies.</p>
	<p>Director of Research and Innovation / Head of Doctoral Studies (Head of Research / Heads of Schools / Head of Student Recruitment)*</p>
	<p>Research Bids Working with Development Director and SLG, create scholarships, funding support and placements for MRes and PhD students for specific areas of GSA research interests and need (widening access).</p>
	<p>Director of Research and Innovation (Head of Research / Heads of Schools / Head of Research Support Services)*</p>
	<p>Postgraduate Research Student Recruitment Develop and implement an integrated PGR recruitment, admissions, retention and doctoral publication / presentation strategy.</p>
	<p>Director of Strategy and Marketing / Director of Research and Innovation / Head of Doctoral Studies (Head of Research / Head of Schools / Head of Student Recruitment / Head of Communications)*</p>

■ ***LEADS** (AND SUPPORTING LEADS)

GSA STRATEGIC FOCUS

GSA ANNUAL IMPLEMENTATION PLAN ACTIONS

Maximise the potential of our
unique heritage

Mackintosh

Develop Mackintosh-based research initiatives and contribute to Glasgow heritage and rural heritage through development of the REF heritage theme.

Heritage, archives and collections

Contribute and promote partnership with key stakeholders that connect to GSA's unique heritage.

Director / Director of Research and Innovation (Archives and Collections Manager / Director of Estates / Development Director /
Director of Strategy and Marketing)*

■ ***LEADS** (AND SUPPORTING LEADS)

GSA STRATEGIC FOCUS

GSA ANNUAL IMPLEMENTATION PLAN ACTIONS

Develop ethical leadership	<p>Organisational Operation Develop working models aligned with the emerging employment landscape, academic portfolio, strategic priorities and subsequent implementation.</p> <p>Leadership Development Scoping and introduction of leadership development for senior staff that supports strategic priorities and builds capability.</p>
	Director of Human Resources*
	<p>Staff Communications Review current staff communications and develop and implement a mature model of staff engagement and communication across the GSA.</p>
	Director of Strategy and Marketing / Director of Human Resources*
	<p>Sustainability Framework and Climate Action Plan In parallel with the Strategic Plan and the Estates Strategy, begin developing a Sustainability Framework and associated Climate Action plan. Working toward publishing high level goals and approaches, following participation in COP-26.</p>
	Deputy Director Academic / Director of Estates*
Nurture talent and capability	<p>Career Progression Development of potential career tracks and identification of resources that support career progression, succession planning and continuous professional development.</p> <p>Postgraduate Research Student Recruitment Review the Career Review and Development mechanism and associated resources through stakeholder engagement, alignment to career progression, staff development strategy and external benchmarking.</p>
	Director of Human Resources*

■ *LEADS (AND SUPPORTING LEADS)

GSA STRATEGIC FOCUS

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Invest in our future estate

Estates Strategy

Agree high-level long-term estates strategy (including aligned approaches to net zero estate) and develop multi-year approach to implementation.

Reid Building

Commence on-site Reid Fire Re-instatement works.

Stow Building

Progress Stow SFC Loan works and complete Annex redevelopment.

Altyre

Implement plan for student residential accommodation needs in Highlands Campus, Altyre.

Mackintosh Building Project

Progress:

- Phase 2 enabling works on site;
- RIBA Stage 2 and Develop Outline Business Case
- Mackintosh Phase 3 Appoint Project Team for RIBA Stages 2-7

Data and Digital Strategy

Develop a data and digital strategy to support GSA's learning & teaching, research & innovation, and estate ambitions. Maintain robust operational digital provision for business continuity.

Director of Estates*

Become financially sustainable

Estates Efficiency

Aligned to agreed Estates Strategy develop and commence implementation of plans disposal of surplus buildings and existing from leasehold property.

Director of Estates / Director of Finance / Director of Human Resources*

Financial Planning

Refresh the rolling five-year financial plan, with the objective of achieving the target underlying financial surplus and liquidity by the end of the strategic planning period. While maintaining a level of gearing within the ceiling set.

Director of Finance*

Philanthropy

Develop new philanthropic strategy aligned to new strategic priorities across education, research, students and capital development.

Director of Development*

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GSA STRATEGIC FOCUS

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Radically improve our efficiency	Academic Administration Review Undertake a review of how the administration of our academic activities (Education & Research) is currently delivered across central departments and schools and develop options for enhancement to reduce single points of failure, maximise efficiency and develop appropriate levels of specialism and expertise to meet our needs.
	Deputy Director Academic / Deputy Director Research and Innovation / Director of Human Resources*
Communicate clearly about who we are, what we do, how we do and our values and impact	Refresh our narrative Undertake a series of internal and external stakeholder conversations to refresh our narrative reflecting the progress since 2020.
	Director of Strategy and Marketing (Head of Communications)*
	Digital Communication Redevelop the GSA website (Phase 1) ensuring it is accessible and aligned with existing digital channels and platforms as the foundations for a wider digital strategy.
	Director of Strategy and Marketing (Head of Communications / Director of IT)*
	Develop new Student Recruitment Strategy Develop a new student recruitment strategy aligned to the Admissions Function Review, philanthropic strategy (scholarships), planned growth and new programme delivery, Widening Participation and Articulation Strategies building in coherence in how we work collaboratively.
	Director of Strategy and Marketing / Head of Student Recruitment (Head of Communications / Head of Open Studio / Head of International Academic Development / Academic Registrar / Development Director / Heads of Schools)*
	GSA Creative Network and Philanthropy Review how the Development Office and GSA Creative Network are mutually supportive, coherent, aligned to our refreshed narrative and collaborate on wider alumni initiatives.
Director of Strategy and Marketing / Development Director (Head of Communications / Creative Network Manager)*	

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