THE GLASGOW SCHOOL OF ART

SENIOR LEADERSHIP GROUP: REMIT, MEMBERSHIP, AND PROCEDURES

1.   Remit

1.1   Responsible to the Director, the Senior Leadership Group ensures the effective leadership, direction and management of the activities of GSA.

1.2   The Senior Leadership Group shall inform and support the Director's advice to the Board; the Director's reporting to the Board (including the preparation of reports); and the Director's engagement with external partners, staff, and students.

2.   Responsibilities

2.1   Inform the Director's development of the overall strategic direction of GSA, making proposals to the Board of Governors in this regard. This includes taking account of:

- GSA's purpose and ethos.
- the strategic environment in which GSA operates.
- the resources at GSA's disposal.
- the need to ensure academic and financial sustainability in all aspects of GSA's business.
- student experience and wellbeing.
- staff development and wellbeing.
- compliance and regulatory obligations.

2.2   Develop an annual operating plan, for approval by the Board, including key priorities and key performance indicators.

2.3   Consider relevant major initiatives emerging from within and outwith GSA. This includes taking account of:

- their validity.
- their fit with GSA's overall strategy.
- the resources required to support them.
- the overall priority to be attached to them.
- their benefit to or impact on students and staff.

2.4   Set policy and take decisions in accordance with an agreed scheme of delegation and decision making. This includes, but is not limited to, proposals on:

- GSA's budget, which must be affordable and sustainable.
- programmes and other academic developments.
- resource allocation priorities.
- physical development.
- compliance and regulation.

2.5 monitor, review, and take necessary corrective action, regarding:

- the continued relevance, implementation, and progress of
  - o the strategic plan.
  - o emerging strategic developments.
  - o operational plans.
- significant risks and obligations, and ensuring necessary internal controls.
- performance against a range of defined performance indicators.
- reports and plans from academic and professional support areas, as appropriate.

2.6 The Internal Auditor will attend on a quarterly basis to assist the Senior Leadership Group in reviewing the Risk Register and to discuss the completion of any outstanding Internal Audit recommendations. The Internal Audit Plan for each coming session will be discussed by the Senior Leadership Group and the Internal Auditor prior to consideration and approval by the Audit and Risk Committee and the Board of Governors. Meetings with the Internal Auditor will align with the schedule of Audit and Risk Committee and Board of Governors meetings.

3. Membership

3.1 Membership of the Senior Leadership Group shall be as follows:

- Director (Convenor)
- Deputy Director Academic
- Deputy Director Research and Innovation
- Director of Development
- Director of Estates
- Director of Finance
- Director of Human Resources
- Director of Strategy and Marketing
- Registrar and Secretary

3.2 Heads of Schools will attend Senior Leadership Group meetings as noted below.

4. Meetings

4.1 There shall be two types of meetings:

- SLG (plus Head of Schools), co-ordinated by the Director's Office.
- SLG (Board Papers), co-ordinated by the Corporate Governance Office.

4.2 Theme meetings may be specified in due course by the Director's Office for some of the first set of meetings.

4.3 The Risk Register and Management Accounts discussions would be part of the first set of meetings, with onward reporting to an SLG (Board Papers) meetings as part of the suite of papers for the relevant Board committees.

4.4   SLG (Board Papers) meetings would not normally receive non-Board business nor consider the normal SLG action tracker.

4.5   An initial schedule of meetings for 2020/21 is attached for information. A schedule will normally be prepared by the Director's Office, in consultation with the Corporate Governance Office, in advance of each academic session.

5.   Agenda and Minutes

5.1   The agenda will be approved in outline by the Director following consultation with members of the Senior Leadership Group (usually at the preceding meeting). Any minutes, notes or actions points will be approved at the subsequent meeting.

6.   Meeting Schedule and Quorum

6.1   The Senior Leadership Group will normally meet every two weeks during term time but may convene more often, as required. The quorum of the meeting will be three members, one of whom should be the Director or her nominated deputy, and shall normally include academic representation.

7.   Reporting to the Board of Governors

7.1   The Director will report, as appropriate, on the business of the Senior Leadership Group to the Board of Governors.

Dr Craig Williamson
Registrar and Secretary
Revised 13 November 2020

Annex 1: SLG MEETINGS: Remainder of session 2020/21

	SLG (plus Heads of Schools)	SLG (Board Papers)
2020		
Mon 16 November	🟩	
Mon 23 November		
Mon 30 November	🟩	
Mon 7 December		
Mon 14 December	🟩	
Mon 21 December		
2021		
Tue 5 January	🟩	
Mon 11 January		BEC (19 Jan)
Mon 18 January	🟩	
Mon 25 January		BoG AD (5 Feb)
Mon 1 February	🟩	
Tues 9 February		
Mon 15 February		MAC (25 Feb), ARC (1 Mar)
Mon 22 February		HSC (3 Mar), BEC (8 Mar), HRC (9 Mar)
Mon 1 March	🟩	
Mon 8 March		
Mon 15 March		BoG (29 Mar)
Mon 22 March	🟩	
Mon 29 March		
Tues 6 April	🟩	
Mon 12 April		
Mon 19 April	🟩	
Mon 26 April		HRC (11 May), MAC (13 May)
Tues 4 May		ARC (17 May)
Mon 10 May		HSC (19 May), BEC (24 May)
Mon 17 May	🟩	
Mon 24 May		
Tues 1 June		Board (17 Jun)
Mon 7 June	🟩	
Mon 14 June		
Mon 21 June	🟩	
Mon 28 June		
Mon 5 July	🟩	
Mon 12 July		
Tues 20 July	🟩	
Mon 26 July		
Mon 2 August	🟩	
Mon 9 August		
Mon 16 August	🟩	
Mon 23 August		
Mon 30 August	🟩	