

THE GLASGOW SCHOOL OF ART
BOARD OF GOVERNORS MEETING – 12 DECEMBER 2023

AGENDA

Description	Page	Owner	Action	Time
PRELIMINARY BUSINESS				
1. Board Appointments Recommendations related to three new appointments to the Board of Governors.		Chair	For ratification	11.00am
2. Welcome and Declarations of Interest Invitation to members to confirm that they have had sufficient time to scrutinise the papers.				
2.1 Apologies				
3. Minutes of the Meeting held on 17 October 2023	6	Chair	For approval	
4. Board Action Points	17	Chair	For noting	
CORE ITEMS				
5. Report from the Chair		Chair	For noting Verbal update	11.15am
6. Middle East Crisis Response		Chair	Verbal update for discussion	
7. Board Committee Membership The Board is invited to consider nominations for: <ul style="list-style-type: none"> - One Independent Governor to serve on the Audit and Risk Committee from session 2023/24. - Two Independent Governors to serve on the Business and Estates Committee from session 2023.24. 	19	Chair	For discussion and ratification	11.30am
8. Report from the Director		Director		
8.1 Update from the Director	22	Director	For noting	11.35am
8.2 Portfolio Review Update (verbal update)		Deputy Director Academic	For noting	11.50am
8.3 Student Recruitment Data and Trends Underpinning Sustainability	29	Director of Strategy and Marketing	For discussion	12.00pm
8.4 GSA Strategic Plan: Annual Implementation Plan 2023/24 Please note that this paper was approved at the June 2023 Board and is for reference only. A verbal update on progress this session will be provided.	38	Director of Strategy and Marketing	For noting	12.15pm

9. GSA Students' Association				12.30pm
9.1 Report from the President of the Students' Association	47	GSASA President	For noting	
RISK MANAGEMENT				
10. GSA Institutional Risk Register 2023/24 – Quarterly Review	54	Director of Strategy and Marketing	For noting	12.45pm
LUNCH				13.00pm
MACKINTOSH BUILDING				
11.1 Mackintosh Reinstatement Update	60	Director of Estates and Infrastructure	For approval	13.30pm
11.2 Mackintosh Building Costs, Budgeting and Insurance - Update	63	Director of Development /Director of Finance	For noting	
ESTATES MATTERS				
12.1 Update from the Director of Estates and Infrastructure The Board is invited to note the update from the Director of Estates and Infrastructure, which includes an update on the <i>GSA Environmental and Social Justice Framework</i> .	67	Director of Estates and Infrastructure	For noting	2.00pm
FINANCE MATTERS				
13.1 Report from the Director of Finance	77	Director of Finance	For noting	2.20pm
13.2 GSA Annual Report and Financial Statements to 31 July 2023 Please note: The Joint Audit and Risk Committee and Business and Estates Committee considered and commented on the Annual Report and Financial Statements at its meeting on 22 November 2023.	81	Director of Finance	For approval	
13.3 GSA Income and Expenditure: 2021/22 – 2027/28	156	Director of Finance	For noting	
STRATEGIC ITEMS				
14.1 Internationalisation Strategy	158	Head of International Academic Development	For approval	2.50pm
14.2 Research Strategy - Update	174	Deputy Director Research and Innovation	For discussion	3.10pm

GOVERNANCE MATTERS

<p>15.1 Report from the Secretary and Registrar</p> <p>15.2 Committee Reports: Please note that all confirmed minutes are hyperlinked below, whereas those items for Board approval are included in the meeting pack</p> <ul style="list-style-type: none"> • Audit and Risk Committee Minutes, 13 November 2023 • Business and Estates Committee Minutes, 20 November 2023 • Joint Audit and Risk and Business and Estates Committee Minutes, 22 November 2023 • Health and Safety Committee Minutes, 15 November 2023 • Human Resources Committee Minutes, 14 November 2023 • Museum and Archive Committee Minutes, 9 November 2023 • Nominations Committee • Remuneration Committee <p><i>Minutes from meeting held on 30 August 2023</i> <i>Minutes from meeting held on 4 October 2023</i></p>	178	<p>Secretary and Registrar</p> <p>Committee Convenors</p> <p>Andrew Sutherland</p> <p>Habib Motani</p> <p>Andrew Sutherland</p> <p>James Sanderson</p> <p>Kristen Bennie</p> <p>Graham Sharp</p> <p>Ann Priest</p> <p>Graham Caie</p>	<p>For noting and discussion</p> <p>For noting and approval where relevant</p>	<p>3.25pm</p> <p>3.35pm</p>
---	-----	---	--	---

ACADEMIC COUNCIL				
Academic Council Matters				3.50pm
Please note, all confirmed papers are hyperlinked below, whereas items for approval by the Board are included in the meeting pack.				
16.1 Amendments to Academic Council Election Rules - Academic Staff		Director		
16.2 Academic Council Remit and Membership 2023-24		Director		
16.3 Academic Council Minutes of the Meeting of 18 October 2023		Director		
16.4 Academic Council Effectiveness – Annual Survey Results 2022-23		Director		
RESERVED BUSINESS				
ANY OTHER BUSINESS				
FUTURE MEETING OF THE BOARD				
Session 2023/24 dates:				
<ul style="list-style-type: none"> Friday 2 February 2024 (Board away-day); Tuesday 26 March 2024; Tuesday 18 June 2024 				
FORTHCOMING GSA EVENTS OF INTEREST TO GOVERNORS				
17.1 GSA Events – December 2023 to April 2024	218	Chair	For information	4.05pm
END OF MEETING				4.10pm